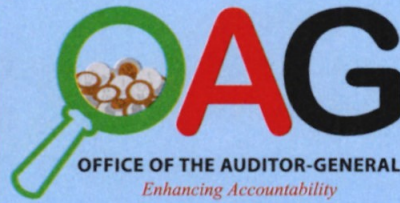


REPUBLIC OF KENYA



REPORT

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OF

THE AUDITOR-GENERAL

ON

TOURISM REGULATORY AUTHORITY

**FOR THE YEAR ENDED
30 JUNE, 2025**



TOURISM REGULATORY AUTHORITY

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED

30TH JUNE 2025

Prepared in accordance with the Accrual Basis of Accounting Method under the International Public Sector Accounting Standards (IPSAS)

Tourism Regulatory Authority
Annual Report and Financial Statements
for the year ended June 30, 2025.

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1. Acronyms and Definition of Key Terms

A: Acronyms and Abbreviations

A&RMC	Audit & Risk Management Committee of the Board
ALT.	Alternate
A-in-A	Appropriation in Aid
AGPO	Access to Government Procurement Opportunities
BSC	Balance Score Card
CS	Cabinet Secretary
DG	Director General
EAC	East Africa Community
ERP	Enterprise Resource Planning System
FB	Full Board
FY	Financial Year
F&AC	Financial & Administration Committee of the Board
GLA	Group Life Assurance
GPA	Group Personal Accident
HC&R	Human Capital & Remuneration Committee of the Board
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information & Communication Technology
IPSAS	International Public Sector Accounting Standards
KATA	Kenya Association of Travel Agents
KATO	Kenya Association of Tour Operators
MTEF	Medium Term Expenditure Framework
MDAs	Ministries Departments & Agencies
NT	National Treasury
OAG	Office of the Auditor General
PS	Principal Secretary
PC	Performance Contracting
PFM	Public Finance Management
PPE	Property Plant & Equipment
PPRA	Public Procurement Regulatory Authority
SAGAs	Semi-Autonomous Government Agencies
SC	State Corporations

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Acronyms and Definition of Key Terms (Continued)

SCAC	State Corporations Advisory Committee
SCP	Sustainable Consumption & Product.
STP	Sustainable Tourism Programme
SPFB	Special Full Board
TF	Tourism Fund
TRA	Tourism Regulatory Authority
TPF	Tourism Promotion Fund
TC	Technical Committee of the Board
UNWTO	United Nation World Tourism Organization
VAT	Value Added Tax
WIBA	Work Injury Benefit Act

B: Definition of Key Terms

Fiduciary Management- Members of Management directly entrusted with the responsibility of financial resources of the organisation

Comparative Year- Means the prior period

2. Key Entity Information and Management

(a) Background information

Tourism Regulatory Authority (T.R.A) was established under section 4 of the Tourism Act No.28 of 2011. TRA is domiciled in Kenya with Headquarters in Nairobi at Utalii House, 5th Floor and has Seven regional offices at Kisumu, Eldoret, Nakuru, Nyeri, Nairobi, Mombasa and Malindi. Although the Authority was operationalised in April 2014 it gained its Financial and Operational independence in September, 2016.

(b) Principal Activities

The principal Activity of the Tourism Regulatory Authority (T.R.A) is to regulate the tourism sector in Kenya including all the activities and services listed under the Ninth schedule of the Tourism Act. No. 28 of 2011

Vision

An attractive quality destination.

Mission Statement

To develop and promote a conducive regulatory environment for a dynamic, competitive and sustainable tourism sector.

Values

- Professionalism
- Transparency and Accountability
- Innovation
- Team work
- Collaboration and Partnership:
- Equity and Meritocracy

Mandate

The mandate of Tourism Regulatory Authority as set out in the Tourism Act No. 28 of 2011 is to regulate the tourism sector in Kenya. This mandate entails the following functions as prescribed under section 7 (1) of the Tourism Act: -

- a) Formulate guidelines and prescribe measures for sustainable establishments and operations to realize sustainable tourism development throughout the country;
- b) Regulate tourism activities and services countrywide, in accordance with the national tourism strategy;

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- c) Register, licence and grade all sustainable tourism and tourist-related activities and services including cottages and private residences engaged in guest house services
- d) Develop and implement criteria for classification and standardization of tourism facilities and services;
- e) Develop and regulate tourism and hospitality curriculum, examination and certification in collaboration with the Ministry of Education;
- f) Develop and implement the code of practice for the tourism sector;
- g) Monitor and assess tourist activities to ensure conformity to sound principles of sustainable tourism;
- h) Undertake annual assessment and audit of tourism activities and services and prepare annual tourism sector status report in consultation with the Cabinet Secretary and other lead agencies;
- i) Perform any other functions ancillary to the object and purpose of which the Authority is established.

(c) Key Management

The Authority day-to-day management is under the following key organs:

No.	Designation	Name
1	Board of Authority	Hon. Benjamin J. Washiali, CBS Mr. Alex Munyao, Ms. Josephine Wambui Kinyuti, Mr. Alex Cleland Atingo, Mr. Eric M Kiniti Mr. Kennedy Olwasi Mr. Joseph Mwaura Ms. Grace Wangui Kamau Ms. Brenda Opanga Mr. James Sitiency Dr. Diana K. Lukalo Ms. Linah Wawira Mr. Fred Kaigua Mr. Nicanor Sabula
2	Director General/Board Secretary	Mr. Norbert Talam

(d) Fiduciary Management

The key management personnel who held office during the financial year ended 30th June 2025 and who had direct fiduciary responsibility were:

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Key Entity Information and Management (Continued)

No.	Designation	Name
1	Director General	Mr. Norbert Talam
2	Director Standards and Accreditation	Mr. Fredrick Jack Omondi
3	Ag. Director Compliance & Quality Assurance	Ms. Wilda Ombongi
4	Deputy Director Finance & Accounts	Ms. Nkatha Mugambi
5	Deputy Director Human Resource and Administration	Ms. Sallo Halake
6	Ag. Deputy Director, Supply Chain Management	Mr. Charles Jefwa
7	Ass. Director, Internal Audit & Risk Assurance	Mr. Jeff Mutie Mutiso

(e) Fiduciary Oversight Arrangements

Full Board

The Board provides general oversight over the Authority. It however works through its Audit & Risk Management and Finance & Administration Board Committees to exercise fiduciary oversight.

Audit & Risk Management Board Committee Activities

The Committee forms a key element in the governance process by providing an independent in-depth expert assessment of the activities of top Management, the quality of risk management, financial reporting, financial management and internal audit, to the Board of Authority. It also ensures that external audit recommendations are fully addressed, that the quality of internal audit is of an appropriate standard and that the Management pay due regard to internal audit recommendations.

Finance & Administration Board Committee Activities

The Finance & Administration Committee exercises oversight over the Authority's strategic direction, financial management and reporting, procurement and asset disposal, performance contracting obligations and the ICT functions on behalf of the Board.

Human Capital and Remuneration Board Committee Activities

The Human Capital & Remuneration Committee exercises oversight over the Authority Human resource and remuneration of staff. This includes the tools of operation of Human resource.

Technical Board Committee Activities

The Technical Board Committee exercises oversight over the Authority core mandate activities and programmes. It's involved in reviewing and recommending of policies on matters licensing & compliance, annual tourism status report, tourism sector incentives, standards, quality assurance, classification and draft regulations.

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Key Entity Information and Management (Continued)

(f) Entity Headquarters

Utalii House, 5th Floor,
P.O. BOX 25357 – 00100
Nairobi, Kenya.

(g) Entity Contacts

Telephone: +254 701 444 777
E-Mail: dg@tra.go.ke
Website: www.tra.go.ke

(h) Entity Bankers

1) Kenya Commercial Bank of Kenya
University Way Branch
P.O. BOX 48400 – 00100
Nairobi, Kenya.

2) Co-operative Bank of Kenya
University Way Branch
P.O. BOX 48321 – 00100
Nairobi, Kenya.

(i) Independent Auditor

Auditor-General
Office of the Auditor General
Anniversary Towers, University Way
P.O. Box 30084
GPO 00100
Nairobi, Kenya


(j) Principal Legal Adviser

The Attorney General
State Law Office and Department of Justice
Harambee Avenue
P.O. Box 40112
City Square 00200
Nairobi, Kenya

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3. The Board of Directors/Council

The Authority’s Board comprises of Eight (8) members led by a non-executive and independent Chairperson, four (4) independent non-executive directors, representatives of the Cabinet Secretary for The National Treasury, State department for Tourism & Wildlife, Ministry of Environment and Forestry, and the Director-General of the Authority. The Composition of the Board is as stipulated in Section 8 of the Tourism Act 2011 and below are their individual profiles;

Directors	Details
 <p data-bbox="256 1234 699 1339">Hon. Benjamin J. Washiali, CBS Non-Executive Director & Board Chairperson</p>	<p data-bbox="810 629 1437 875">Hon. Benjamin J. Washiali, CBS is the Board Chairman, Tourism Regulatory Authority. He is a self-driven, innovative, analytical, fast learner and a team player with over 40 years’ experience both in private and public sector.</p> <p data-bbox="810 913 1437 1906">Prior to joining Tourism Regulatory Authority, Hon. Washiali served for 15 years as a member of Parliament for Mumias Constituency and a Majority Whip in the National Assembly. He runs a logistics company and has previously served in various departments at the National Cereals and Produce Board and uplands bacon factory for over 20 years. He holds Bachelor of Business Administration from University of Impresario de Costa Rica and Diploma in Export Practice & international Marketing from the Kenya School of Exports and Imports. During his career progression, he has acquired various skills and attended several training programs both locally and internationally. Hon. Washiali, CBS has Proven success in leadership and Governance with keen understanding of legislation and representation. Appointed vide Gazette notice no. 3034 dated 15th March 2024</p>

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**Mr. Alex Munyao
Independent Director**

Mr. Alex Munyao is a result driven and a strategic business marketing leader with a proven track record of achieving substantial revenue, market share and profitability growth. Demonstrated expertise in developing and executing business excellence, strategic management, brand positioning, innovation and customer insights to position companies as industry leaders and achieve mission critical objectives.

Alex is the founder and managing Director of Trillion Consulting Services (TCS) and he possesses over 20 years' experience in agri-business value chains, finance, sales, marketing and commercial management. His accomplishments include successfully establishing multinational companies such as Seal Adair, Diversey and Black Ivy in Africa. In addition, founded Trillion Consultancy Services (TCS), a specialized business advisory service provider offering tailored services to meet the unique needs of clients in agri-business sector.

Alex holds master's management of Agribusiness from Strathmore University of Kenya, Bachelor of science in business administration from Auburn University, Alabama, USA and Associate's degree in finance from Atlanta metropolitan college, Atlanta Georgia, USA.

He is an associate member of world economic forum Africa, Member of American Chamber of Commerce – Kenya, Member of Lagos state corporate Assembly – Nigeria, National speakers'

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	<p>association (USA), Director, Finance committee, for Nairobi Baptist Church and Chairman HGF, Karen/Dagoreti. Appointed vide Gazette Notice No. 7041 dated 31st May 2023</p>
<div data-bbox="199 560 737 1025" data-label="Image"> </div> <div data-bbox="274 1028 679 1099" data-label="Caption"> <p>Ms. Josephine Wambui Kinyuti Independent Director</p> </div>	<p>Ms. Josephine Wambui is an experienced Communication/Public Relations Practitioner with a proven track record of over 10 years. She holds a Bachelor’s Degree in Communications/PR from Daystar University and currently undertaking a Course in Women Emerging Leaders. She is skilled in developing and executing impactful publicity strategies and campaigns, polished in coordinating creation of visual communications and digital assets and demonstrating expertise in design and project management. She possesses a deep understanding of branding communication trends and audience engagement techniques. She has vast experience in conceptualizing and implementing comprehensive publicity strategies that align with organizational goals effectively reaching target audiences. She is proficient in writing and producing a wide range of content, including audio and visual presentations, press releases, and social media posts. She is highly rated in showcasing the ability to tailor messaging for different platforms and audiences. She has successfully executed numerous publicity campaigns, combining creative thinking with strategic planning that maximizes campaigns impact and reach. Previously, Josephine worked for different media houses as a radio presenter.</p>

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	<p>Appointed vide Gazette Notice No. 7512 dated 7th June 2023</p>
<div data-bbox="205 443 732 878" data-label="Image"> </div> <div data-bbox="316 898 630 969" data-label="Caption"> <p>Mr. Alex Cleland Atingo Independent Director</p> </div>	<p>Mr. Alex Atingo is a multi-skilled professional with over 15 years' experience in starting and leading a successful logistics company. Expertise spans in areas including but not limited to transportation, warehousing, importation and exportation as well as custom procedures and processes. He is the Chief Executive Officer for superior cargo conveyors company Ltd. His greatest achievements have been proven ability to develop and strengthen business units and structures that maximize business profitability and efficiency. He holds a master of science in Governance & Leadership from Jomo Kenyatta University of science and Technology (JKUAT), Bachelors in Management & Leadership, Management university of Africa (MUA), Advanced Diploma in Business management, the Association of business executives UK, Diploma in Business management, the Association of business executives UK and Diploma in clearing & forwarding, City Institute of professional studies. He is an associate member of the association of business executives, UK. Appointed vide Gazette Notice No. 7512 dated 7th June 2023</p>
	<p>Mr. Eric Kiniti is an experienced public policy, sustainability and communications practitioner with over 17 years' experience. He has experience in tax and public policy in the East African Community countries of Kenya, Uganda,</p>

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**Mr. Eric M Kiniti
Independent Director**

Tanzania, Rwanda, Burundi and South Sudan. He is currently the Group Corporate Relations Director at East African Breweries Limited and also serves as a Non-Executive Director of Uganda Breweries Limited Board. Prior to joining EABL in 2011, Eric worked in British American Tobacco in various roles within the Corporate and Regulatory Affairs department in East Africa. He is a board member at Kenya Cultural Centre (a state corporation) and Safe Way Right Way Kenya (an NGO). He holds a Bachelor of Arts Degree in Economics from Kenyatta University. He is currently pursuing a Master of Science degree in Public Policy Management from the University of London. He is also a graduate of the Leadership Development Programme (LDP), Gordon Institute of Business (GIBS) in South Africa, Advanced Management Programme (AMP) at the Strathmore Business School and the Fast Forward Leadership Development Programme at Sun words in Nairobi. He is also a member of the Public Relations Society of Kenya (PRSK). Appointed vide Gazette Notice No. 7041 dated 31st May 2023

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**Mr. Kennedy Olwasi
Director & Alternate to PS
Ministry of Environment and Forestry**

Mr. Kennedy Olwasi is currently an Assistant Director Programmes & Strategic Initiatives, Ministry of Environment & Forestry, having previously worked as District Agricultural Officer in a number of stations in Kenya. He has also worked as a Policy and Institutional Capacity specialist for over 5 years and a further 4 years as a Research Assistant at the International Centre for Insect Physiology and Ecology (ICIPE, Kenya). Mr. Olwasi is currently the technical lead in the development of Integrated Masterplans for Rehabilitation and Restoration of Cherangany Elgeyo Hills ecosystem as well as the Tsavo landscape. He also represents the Ministry of Environment & Forestry in a number of platforms including technical Committee on Environment and Forestry at the EAC Sectoral Council of Ministers (SECOM)) and Intergovernmental Relations Technical Committee, he is a member of the International Association of Impact Assessments (IAIA) and the Environment Institute of Kenya. He holds a BSc and MSc degree in Agronomy from Egerton University and currently undertaking a PhD on climate change Adaptation, Institute of climate Change Adaptation, University of Nairobi. He also holds a number of certificates including on Green and Circular Economy, Copenhagen University, Denmark, Strategic Leadership, Kenya School of Government Kenya, Environmental Impact assessment and Audit, Kenya School of Agriculture and multidisciplinary, Monitoring and

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	<p>Evaluation and adaptive learning, Egerton University. He holds a certificate in ISO Audit by Bureau veritas International among other trainings.</p>
<div data-bbox="220 528 735 1032" data-label="Image"> </div> <div data-bbox="236 1066 718 1173" data-label="Caption"> <p>Mr. Joseph Mwaura Director & Alternate to CS The National Treasury & Planning.</p> </div>	<p>Mr. Joseph Mwaura is a highly motivated professional with over 25 years' experience in Finance, Economics and Investments. He has demonstrated expertise in financial management, and Corporate Governance. He has vast experience in both private and public sectors having served in the banking sector and currently serving as an economist at the National Treasury. He is experienced in Economic Development, Policy Formulation & Analysis and Budgeting in the public sector. He holds MBA (Finance), from Korea Advanced Institute of Science & Technology (KAIST) in South Korea, MA Economics, Finance & Banking (Financial Sector Policy) from Moi University and Bachelor of Arts in Mathematics & Economics from the University of Nairobi. During his working profession, he has acquired extensive training in Advanced Trainers Skills Development for Senior Trainers (from Kigali Rwanda), Audit Committee Training, Compensation Committee Training and training on Making Boards More Effective (from Harvard Business School), Project appraisal and Risk Management (from Duke University), Senior Management Course (KSG), Corporate Governance Course for Directors(from Center for Corporate Governance), and Oil & Gas Commercialization Transactions Training (from</p>

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	<p>Simmons & Simmons).He is a certified Investment and Financial Analyst (ICIFA).</p>
<div data-bbox="213 461 644 887" data-label="Image"> </div> <div data-bbox="242 904 700 1012" data-label="Caption"> <p>Ms. Grace Wangui Kamau Director & Alternate to PS The State Department of Tourism</p> </div>	<p>Ms. Grace Wangui Kamau is a lawyer by profession and an Advocate of the High Court with 19 years’ experience. She holds a Bachelor of Laws degree (LLB) from University of Nairobi and Certified Secretaries (CS) foundation level, qualification. She is currently a Deputy Chief State Counsel in the Ministry of Tourism & Wildlife and has previously worked at Ministry of Transport and Infrastructure. While at Ministry of Transport and Infrastructure she was a member of the Secretariat to the Steering Committee that established Nairobi Metropolitan Area Transport Authority (NaMATA). She has worked as Ag. Corporation Secretary for NaMATA and legal advisor to the Engineers Board of Kenya. She also worked as a litigation lawyer at the Office of the Attorney General for 6 years. She is a member of the Ministerial Human Resource Management and Advisory Committee (MHRMAC) and Medium-Term Plan Committee and has served in various other key committees in Ministries.</p> <p>Grace was the Alternate to PS State Department of Tourism Until 10th April 2025</p>
	<p>Brenda Victoria Nyanchoka Opanga is a member of the Board as an appointee of the Office of the Attorney General where she currently serves as a Senior State Counsel. She is an Advocate of the High Court of Kenya with over seven years’ experience in the field of Law.</p>

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**Ms. Brenda Opanga
Director & Representative
of the Attorney General**

She holds a Bachelor of Laws Degree from Catholic University of Eastern Africa, a Post-graduate Diploma from the Kenya School of Law and Master of Laws in Intellectual Property Law from the University of Leeds.

She has expertise in a number of areas of law including Contract law, Commercial Law, Public Procurement, Public Finance, Intellectual Property Law, Energy Law among others. She has a skill set in legal advisory, legal writing, negotiating commercial contracts and financing agreements, legal research, legal due diligence and legal audits and procurement law.



**Mr. James Sitiency
Director & Representative from
the Inspectorate of State Corporations**

Mr. James Sitiency holds a Master of Arts in Public Policy and Administration (MPPA) from Kenyatta University; A Bachelor's degree in Economics and Business from the University of Nairobi, Senior Management Course from Kenya School of Government and a member of the Kenya Association for Public Administration and Management (KAPAM).

He also possesses a Certificate in Leadership and Policy Implementation from ESAMI; Effective Audit and Oversight (Institute of Directors); Computer Application and Proficiency from African Institute of Research and Development Studies.

He has a wealth of hands-on experience in Corporate Governance; Leadership and Policy implementation; In addition, he has worked in the Public Sector spanning over twenty-five years in various Departments and agencies. Currently, Mr.

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	<p>Sitiency works at the Inspectorate of State Corporations-Office of the Prime Cabinet Secretary (PCS)-Executive Office of the President</p>
<div data-bbox="188 474 675 1030" data-label="Image"> </div> <div data-bbox="199 1066 746 1171" data-label="Caption"> <p>Dr. Diana K. Lukalo Director & Alternate to PS state Department for Economic Planning</p> </div>	<p>Dr. Diana Lukalo is an Economist at the National Treasury and Economic Planning. She serves as the Technical Assistant to the Principal Secretary, the State Department for Economic Planning. Prior to her current position, Dr. Lukalo had served as an economist/statistician in various sectors in the Kenyan government for over fifteen years.</p> <p>Within her tour of duty, Dr. Lukalo has been engaged with cross-sectoral teams to deliver results in: economic and development planning; public policy formulation and administration; statistics and data management; budget management and resource mobilization; financial governance; performance contracting and evaluation; as well as monitoring, evaluation and reporting while ensuring efficiency, effectiveness and impactful utilization of resources.</p> <p>Dr. Lukalo holds a PhD in Economics - National Development from the Peking University, China, a Masters of Arts degree in International Trade and Economic Cooperation from the Kyung Hee University, South Korea and a Bachelor of Science degree in Mathematics – Statistics option from the Kenyatta University. She is a member of the Economists Society of Kenya and an alumina of the Kenya Institute for Public Policy Research and Analysis.</p>

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**Ms. Mary Linah Wawira
Director & Alternate to PS
The State Department of Tourism**

Linah Wawira is a legal practitioner with over 15 years of progressive experience. She holds a Bachelor of Laws Degree (LLB), from Makerere University and a Post-Graduate Diploma in Law from Kenya School of Law. Her professional development is complemented by specialized training in Senior Management Course, Domestic Arbitration organized by the Chartered Institute of Arbitrators, Oral Advocacy organized by Conference of Western Attorneys; Certified Secretaries foundation level and Negotiation Skills Organized by Stenny Training. She possesses a wealth of hands-on experience in litigation, arbitration, and alternative dispute resolution (ADR), with a strong track record of representing the Government in legal matters. Offers in-depth expertise in public law, legal advisory, and policy interpretation. She currently serves as a Principal State Counsel in the Ministry of Tourism and Wildlife. She was appointed effective 11th April 2025



**Mr. Fred Kaigua
Independent Director**

An Economist by background and holds an Honours Degree in Economics from the University of Nairobi, a Master's Degree in Tourism from the International School of Tourism Sciences (Rome, Italy) and an Advanced Diploma in Theology (TEE) from the Presbyterian University. He also trained and qualified as a Certified Professional Mediator (CPM) with the Mediation Training Institute (EA) and is an Associate Member of the Chartered Institute of Arbitrators (CI Arb) UK.

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	<p>Has been actively involved in Kenya's tourism industry for the last 34 years and currently serving as the Chief Executive Officer of the Kenya Association of Tour Operators. Prior to joining KATO, he worked in the Planning Unit of the Ministry of Tourism and Wildlife between 1991 and 1996, rising to the position of Senior Economist. He was a Counterpart Economist to the JICA Team that prepared then 1st National Tourism Master Plan in 1994.</p> <p>After joining KATO, a notable achievement was overseeing the creation of the Kenya Tourism Federation (KTF) where he served as the inaugural Ag. Chief Executive. It was also during this time that the 24-Hour KTF Safety and Communication Centre was created. He also served as an Hon. Warden with the Kenya Wildlife Service (KWS) between 2012 and 2020 and as a member of several tourism industry Committees.</p> <p>A staunch Christian, he has been serving as an Ordained Elder of the Presbyterian Church of East Africa (PCEA) since 2006.</p> <p><i>*Appointed on vide gazette Notice No.7076 on 30th May 2025</i></p>
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**Mr. Nicanor Sabula
Independent Director**

Nicanor Sabula is an experienced and respected industry leader with over 20 years of experience in senior management roles in national and international organizations. He currently serves as the Chief Executive Officer of the Kenya Association of Travel Agents (KATA), where he has led the transformation of the association into a credible, forward-looking voice for Kenya’s travel and tourism sector.


Under his leadership, KATA has grown into one of the most influential trade associations on the continent—shaping policy, promoting industry professionalism, and building strategic partnerships that support tourism development and business resilience. His visionary approach continues to enhance Kenya’s position as a regional hub for travel and tourism.

Mr. Sabula is a passionate advocate for intra-Africa travel and a key contributor to conversations around unlocking the continent’s tourism potential. He has a strong interest in the growth of Africa’s tourism industry and has advanced its development through his association leadership and sector-wide engagement.

He currently serves on the Boards of Kenya Tourism Federation (KTF), the African Society of Association Executives (AfSAE), the Association of Eastern and Southern Africa Travel Agents (AESATA), and the Association of Kenya Business Events (AKBE).

Mr. Sabula holds a Bachelor of Science degree from Egerton University and has completed a

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	<p>Master of Arts (Project Planning and Management) degree from the University of Nairobi.</p> <p><i>* Appointed on vide gazette Notice No.7076 on 30th May 2025</i></p>
 <p>Mr. Norbert Talam Director General & Board Secretary</p>	<p>Mr. Norbert Talam is the Director General, Tourism Regulatory Authority. He is a Finance Executive with over twenty (20) years' impressive track record in implementing high impact growth strategies, robust internal controls, and efficient reporting system. Norbert is an Expert in leveraging logical and critical thinking behind the numbers that drive organization strategy, bolster efficiency, and propel achievements of strategic financial goals. He has Proven success in leadership, operational excellence and organizational development with keen understanding of managing multiple grants, operational efficiency and overall technical assistance. Prior joining TRA, Norbert served as Chief Executive Officer, Company Secretary and Head of Finance at the First Community Bank in Kenya for over 10 years. He also served in finance departments at K-Rep Bank (Sidian Bank), Kenya Airways (KQ) and Safari for Less Ltd. Norbert is a Member of Institute of Public Accountants of Kenya (ICPAK), Institute of Public Secretaries of Kenya (ICPSK) and Institute of Directors (IOD). He Holds a Master of Business Administration from the University of Nairobi, and a Bachelors of Commerce (Accounting Option) from the Catholic University (C.U.E.A). He is a Certified</p>

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	<p>Public Secretaries (CPS - K) and a Certified Public Accountant-K (CPA-K). Norbert has achieved among others, to introduce an accreditation scheme in the Tourism and hospitality sector that ensures conformity with quality standards in the Tourism sector in Kenya, Initiated the second phase of classification and grading of accommodation and catering facilities, he has managed to also Automate Tourism services within the Authority for ease of doing business, Reviewed various policies to transform the Tourism sector and is working closely with sector players and stakeholders in co-regulation of the Tourism sector in Kenya.</p>
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4. Key Management Team

Management	Professional / Academic Qualification
 <p data-bbox="263 840 502 907">Mr. Norbert Talam Director General</p>	<ul style="list-style-type: none"> • Holds Masters in Business Administration from University of Nairobi • Bachelor of Commerce from Catholic University of East Africa (C.U.E.A). • Certified Public Accountant (CPA-K) • Certified Public Secretaries (CPS-K) • Member of Institute of Directors (IOD) • Member of the Institute of Certified Public Accountants, ICPAK • Member of the Institute of Certified Public Secretaries (CPS-K)
 <p data-bbox="215 1384 550 1489">Mr. Fredrick Jack Omondi Director Standards & Accreditation.</p>	<ul style="list-style-type: none"> • Holds Master of Arts in Environmental Planning & Management from the University of Nairobi • Bachelor of Arts in Sociology and Geography from Egerton University • EAC Classification Criteria Trainer • Wide experience in tourism development, policy and regulation matters gained in the over 20 years with Ministry of Tourism and TRA.
 <p data-bbox="194 1881 566 1982">Wilda Ombongi Ag. Director Compliance & Trade Facilitation</p>	<ul style="list-style-type: none"> • Holds a Master of Business Administration (MBA) from the University of Nairobi • Holds a Bachelor of Science in Tourism from Moi University • 27 years' experience in the tourism industry in tourism policy formulation, marketing, product development, tourism investment promotion and regulation • Member of Eco-tourism Kenya



Ms. Nkatha Mugambi
**Deputy Director Finance &
Accounts**

- Pursuing MSc. Finance from Jomo Kenyatta University of Agriculture & Technology (JKUAT).
- Post graduate Diploma (PGD) in Tax Administration (KESRA).
- Senior Management Course (SMC), from KSG
- Bachelor of Commerce degree (Finance Option) KCA University.
- Certified Public Account of Kenya, CPA(K)
- Diploma in Public Relation, Institute of Commercial Management (ICM)
- Certificate in Front Office Operation – Kenya Utalii College
- Member of the Institute of Certified Public Accountants, ICPAK



Ms. Sallo Halake
**Deputy Director Human
Resource and Administration**

- Holds a Master of Business Administration (MBA), Human Resource Management
- Bachelor of Arts Degree in Education
- Certified HR Professional (CHRP-K)
- Higher Diploma in Human Resource Management (HRM)
- Certified Public Secretary
- Member of the Institute of Human Resource Management (IHRM)
- A highly experienced leader with extensive experience in the public sector. With over fifteen (15) years progressive work experience in Human Resource Management, Fiscal Management and General Administration.

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**Mr. Mutie Mutiso
Assistant Director, Internal
Audit & Risk Assurance**

- Bachelor of Business Management-Finance & Banking option
- Certified Public Accountant of Kenya, CPA (K)
- Certificate in Risk Management
- Pursuing Certified Information Systems Auditor (CISA)
- Wide experience in Financial, systems and Risk audits for over 15 Years.
- Member of Institute of Internal Auditors Kenya- IIA(K)



**Mr. Charles Jefwa
Ag. Assistant Director,
Supply Chain Management**

- Holds Bachelors of Commerce Degree- procurement option from Technical University of Mombasa (TUM)
- Advanced Diploma in Procurement and Material management
- Diploma in Public procurement and supplies management
- Served in the Ministry of Tourism for 9 years before joining TRA
- Member of Kenya institute of supplies management (KISM)

5. Chairman's Statement

The Financial Year 2024/2025 commenced on a strong footing, marked by a full recovery in global tourism. According to the United Nations Tourism (UN Tourism), international tourist arrivals rebounded to pre-COVID-19 levels, with 1.4 billion global arrivals recorded in 2024. This milestone signifies the sector's resilience following the most severe crisis in its history. Notably, most destinations experienced growth in visitor numbers and tourism expenditure, surpassing 2019 levels. The African continent welcomed 74 million international tourists during the year reflecting a 7% increase compared to 2019 and a 12% growth from 2023. Kenya aligned with this positive trend, recording 2,394,376 international tourist arrivals in 2024, up from 2,089,259 in 2023. This 14.6% growth underscores renewed global confidence in Kenya as a preferred tourism destination and presents an opportunity for the Authority to strengthen its regulatory mandate by promoting the adoption of quality assurance standards across the tourism value chain.

Informed by global trends and UN Tourism projections, consumer preferences are expected to continue shifting toward value for money, sustainability, and digitally enabled tourism experiences. Consequently, the role of the Tourism Regulatory Authority in formulating, reviewing, and enforcing tourism standards is more critical than ever. To remain competitive in the international marketplace, Destination Kenya must proactively align with these evolving preferences by investing in standards that promote sustainability, innovation, and service excellence.

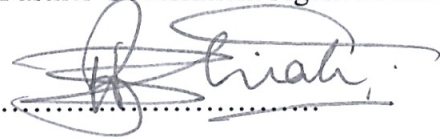
Standards are powerful enablers of destination competitiveness. They not only promote economic and environmental stewardship but also enhance visitor confidence and stakeholder accountability. In this regard, the Authority remains committed to deepening its collaboration with tourism sector stakeholders, government agencies, and development partners. There is need to scale up the classification, accreditation, and quality assurance in the tourism enterprises for a sustainable competitive destination.

During the year, the Authority continued to implement strategic interventions aimed at enhancing awareness, adoption, and enforcement of quality standards. These efforts are essential in building a quality-driven tourism sector that is competitive, resilient, and sustainable. Through strengthened regulatory frameworks, continuous stakeholder engagement, and targeted sensitization programs, the Authority will continue to champion a culture of compliance that supports Kenya's positioning as a premier destination.

On behalf of the Board, I reaffirm our commitment to steering the Authority toward excellence in service delivery, governance, and regulatory impact. We look forward to working closely with our partners to ensure that quality and sustainability remain at the heart of Kenya's tourism development

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agenda. Finally, I commend the Board of Directors, Management, and Staff for their resilience and efforts in delivering the achieved performance during the Financial Year. Additionally, this would not have been possible without the support of our Parent Ministry - The Ministry of Tourism & wildlife, Partner Government Agencies and all other key stakeholders.

A handwritten signature in black ink, appearing to read "Benjamin J. Washiali", written over a horizontal dotted line.

**Hon. Benjamin J. Washiali, CBS
Board Chairman**

6. Report of the Director General

During the Financial Year 2024/2025, the Tourism Regulatory Authority (TRA) diligently executed its mandate in line with the Tourism Act, 2011 and the Tourism Regulatory Authority Regulations, 2014. The year was marked by significant progress in the implementation of key regulatory and quality assurance programmes, which contributed to the positive momentum witnessed in the tourism sector both nationally and within the East African region.

The Authority conducted 7,557 quality assurance audits in regulated tourism enterprises across the country, reflecting a 23.34% increase from the previous year's performance of 6,127 audits. This growth underscores our sustained efforts to enhance service standards and quality within the sector.

In terms of revenue performance, the Authority collected Kshs. 349,440,868 in Appropriation-in-Aid (A-in-A), representing a remarkable 58.71% increase from the Kshs. 220,040,341 collected in the previous financial year. This notable improvement was achieved through strengthened enforcement, stakeholder engagement, and continued efforts to streamline compliance processes.

To promote the uptake of tourism standards, the Authority conducted stakeholder sensitization programs across the country. The engagements focused on 18 national minimum standards and two codes of practice developed in prior years, covering a broad spectrum of sub-sectors including accommodation and catering, food safety and hygiene, digital tourism, halal compliance, sustainability, spa and wellness, adventure tourism, and tour guiding services.

In support of the accreditation agenda, a total of 1,614 accommodations and catering facilities were assessed out of which 986 facilities with a capacity of 49,179 rooms and 72,354 beds met the required standards and were awarded various marks of quality.

Additionally, 877 industry stakeholders were trained in preparation for the upcoming national classification and grading exercise. These initiatives are aimed at promoting service excellence, fostering quality differentiation, and enhancing consumer confidence through the award of accreditation accolades Gold, Silver, or Bronze based on the level of compliance with established standards.

Pursuant to Article 115 of the EAC Treaty, the Authority also conducted stakeholder sensitization on the revised EAC classification criteria across nine facility categories, including hotels, lodges, tented camps, resorts, serviced apartments, and motels. These regional efforts are designed to harmonize standards across Partner States and strengthen Kenya's competitiveness within the East African tourism market. To support investment facilitation, the Authority processed 114 applications for duty and VAT exemptions under the EAC Customs Management Act, 2004 and the Finance Act, 2017. The total value of items recommended for exemption stood at Kshs. 2,086,279,903.62, with an

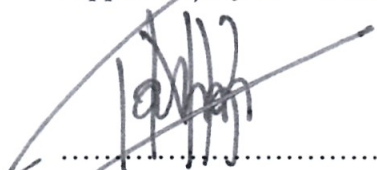
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estimated exemption value of Kshs. 417,255,980.70. These exemptions enabled regulated enterprises particularly, hotels and tour operators to procure vital capital goods and services for enhanced service delivery.

The Authority further collaborated with sector associations, relevant government agencies, and the Tourism Police Unit (TPU) in undertaking nationwide enforcement exercises to ensure compliance with regulatory requirements and to promote responsible business practices across the sector.

Looking ahead, TRA remains firmly committed to strengthening its financial sustainability by enhancing internally generated revenue under the Resource Mobilization Strategy 2023–2027. The Authority will continue to engage development partners, lobby for increased support, and explore innovative financing mechanisms to deliver on its quality assurance mandate and strategic priorities.

On behalf of the management, I wish to sincerely thank the Cabinet Secretary, Ministry of Tourism and Wildlife, the Principal Secretary, state department of tourism, Board of Directors, our dedicated staff, sector stakeholders, and partners for their continued commitment and support. We remain steadfast in our pursuit of a globally competitive, sustainable, and quality-assured tourism sector that supports Kenya's economic growth and national development agenda.



.....
Norbert Talam
Director General

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7. Statement of Performance against Predetermined Objectives for FY 2024/2025

Tourism Regulatory Authority (TRA) has four (4) strategic pillars and seven (7) strategic objectives within the current Strategic Plan for the FY 2023-2027. These strategic pillars are as follows:

- 1) Tourism sector standards
- 2) Co-regulation
- 3) Service Delivery
- 4) Organizational Capacity and governance

TRA develops its annual work plans based on the above four strategic pillars. Assessment of the Board’s performance against its annual work plan is done on a quarterly basis. The Authority achieved its performance targets set for the FY 2024/2025 period for its four strategic pillars, as indicated in the table 7.1 below:

Table 7.1: Authority’s Performance as per Strategic Objectives for the period 2024-2025

Strategic Pillar	Strategic Objective	Key Performance Indicators	Activities	Achievements
Tourism Sector Standards	To enhance product and service quality in the tourism sector	% of activities implemented	Conduct quality assurance audits; Conduct awareness /education campaigns on compliance; Establish an award scheme for regulated tourism enterprises, activities and services; Review/develop minimum standards for regulated tourism enterprises, services and activities; Process and recommend custom duty exemptions; Sensitize stakeholders on available incentives (forums); Accredited regulated tourism enterprises activities and services.	93.80%
	To promote professionalism in the tourism sector	% of activities implemented	Maintain a register of regulated tourism and hospitality training institutions; Maintain and update a register of Tourism sector workforce; Finalize the development of the Tourism and Hospitality Training Regulations.	92.44%
Co-Regulation	To facilitate evidence-based decision making	% of activities implemented	Undertake an annual audit and assessment of tourism activities and services at the national level; Prepare	82.13%

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	and policy direction		and publish an annual tourism sector status report; Develop a knowledge management strategy; Hold intersectoral stakeholder meetings.	
	To enhance partnerships and collaborations	% of activities implemented	Organize forums with County governments on matters regulation; Mobilize tourism sector players to join associations for better regulation; Mobilize tourism sector players to join associations for better regulation; Organize stakeholder's sensitization forums on the benefits of self-regulation;	84.54%
Service Delivery	To enhance customer satisfaction	% of activities implemented	Undertake Customer satisfaction surveys; Develop and implement the communication strategy; Develop a communication policy; Prepare and issue advertisements and advertorials; Sensitize Staff on National values and principles of governance and values and principles of public service; Implement Commitments as per the Annual President's report on National values and principles of governance.	92.06%
Organizational capacity	To increase financial resources for the Authority to implement planned programmes	% of activities implemented	Increase revenue collection (A-I-A); Review the Resource Mobilization Strategy; Implement the Resource Mobilization Strategy; Undertake an audit of arrears; Prepare PPRs and PBBs; Train staff on resource mobilization and budgeting.	88.97%
	To strengthen institutional capacity and governance	% of activities implemented	Sensitize staff on HR instruments; Maintain the 25th Pay Day; Undertake a skills gap analysis; Undertake Training needs assessment (TNA); Develop a performance management framework; Implement the productivity improvement indicator; Implement the performance appraisal for all staff; Prepare corporate performance reports.	92.15%
Total				89.44%

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Statement of Performance against Predetermined Objectives for FY 2024/2025 (Continued)

In the financial year 2024/2025, the Authority had envisaged to implement a total of thirteen (13) outputs through one hundred and thirty-two (132) activities. By the close of the financial year, the Authority had managed to implement and achieve 89.44% of the annual work plan. This is an improvement of 1.24% from the previous financial year 2023/24 where an overall performance of 88.20 had been recorded on the work plan.

From the Annual work plan, the Authority generated a Performance Contract for the financial year 2024/2025 with seven (7) performance indicators under the core mandate namely; activities management of minimum standards for regulated tourism enterprises; quality assurance in regulated tourism enterprises; stakeholder sensitization; classification and grading of accommodation and catering facilities; accreditation of accommodation and catering facilities; preparation of the national tourism sector status report for the year 2024; and inventory of regulated tourism enterprises, activities and services throughout the country. Hence, there is a direct link between the annual work plan and the Performance Contract.

8. Corporate Governance Statement

The Tourism Regulatory Authority (TRA) is committed to upholding the highest standards of corporate governance in the execution of its mandate. Our governance framework is anchored on principles of accountability, transparency, integrity, and efficiency, as outlined in relevant Government of Kenya policies, regulations, and best international practices. The Board of the Authority plays a central role in providing strategic leadership, policy oversight, and ensuring that the Authority operates in alignment with its mandate. In fulfilling its fiduciary responsibilities, the Board ensures that management is held accountable for performance, risk management, compliance, and the prudent use of public resources.

Board meetings are held regularly to assess operational performance, review strategic plans, monitor financial stewardship, and evaluate risk management frameworks. Board members are availed timely, accurate, and comprehensive information to facilitate informed decision-making and maintain effective oversight over all aspects of the Authority's operations. Through these governance mechanisms, the Board fosters a culture of ethical leadership, stakeholder responsiveness, and continuous improvement, thereby enhancing public trust and institutional sustainability.

Board Committees

The Board has four standing Committees which are required to meet at least quarterly or more frequently as need arises. The Committees are as follows;

i) Audit and Risk Management Committee (A&RMC)

The Committee's role is to review and resolve audit issues raised by either the internal or external auditors and provide oversight with regard to risk management as provided by the Treasury Circular No. 3/2009 on the development and implementation of institutional risk management policy framework in the public sector. The composition is as follows;

No.	Name	Position Held	Appointment Category
1.	Mr. Alex Cleland Atingo	Chairperson	Independent Board Member
2.	Ms. Linah Wawira	Member	Alternate to PS, State Department of Tourism
3.	Ms. Josephine W. Kinyuti	Member	Independent Board Member
4.	Mr. Joseph Mwaura	Member	Alternate to PS, National Treasury
5.	Ms. Grace Kamau	Member	Alternate to PS, State Department of Tourism
6.	Mr. Mutie Mutiso	Secretary	Assistant Director, Audit & Risk Assurance

Corporate Governance Statement (continued)

ii) Finance & Administration Committee (F&AC)

The Finance and Administration Committee exercises policy oversight of the Authority's information technology, performance and financial resources and achievement of the Authority's mandate through alignment of the said resources. The composition was as follows;

No.	Name	Position Held	Appointment Category
1.	Mr. Alex Munyao	Chairperson	Independent Board Member
2.	Ms. Linah Wawira	Member	Alternate to PS, State Department of Tourism
3.	Mr. Eric M. Kiniti	Member	Independent Board Member
4.	Mr. Joseph Mwaura	Member	Alternate to PS, National Treasury
5.	Mr. Norbert Talam	Secretary	Director General

iii) Technical Committee

The Technical Committee reviews and recommends policies on matters registration of tourism enterprises, licensing, compliance, enforcement, tourism sector incentives, tourism standards, quality assurance, classification of tourism enterprises, regulations and accreditation of tourism enterprises to the Board for adoption and approval. It further reviews and recommends the Annual Tourism Sector Status Report to the Board for adoption and approval. The composition was as follows;

No.	Name	Position Held	Appointment Category
1.	Ms. Josephine Kinyuti	Chairperson	Independent Board Member
2.	Ms. Linah Wawira	Member	Alternate to PS, State Department of Tourism
3.	Dr. Diana K. Lukalo	Member	Alternate to PS, Economic Planning
4.	Mr. Kennedy Olwasi	Member	Alternate to PS, Environment
5.	Mr. Alex Munyao	Member	Independent Board Member
6.	Ms. Brenda N. Opanga	Member	Alternate to Attorney General
7.	Mr. Norbert Talam	Secretary	Director General

Corporate Governance Statement (continued)

iv) Human Capital & Remuneration

The Committee reviews and recommends policy guidelines on matters human capital and remuneration. The composition was as follows;

No.	Name	Position Held	Appointment Category
1.	Mr. Eric M. Kiniti	Chairperson	Independent Board Member
2.	Mr. Alex Atingo	Member	Independent Board Member
3.	Dr. Diana K. Lukalo	Member	Alternate to PS, Economic Planning
4.	Mr. Kennedy Olwasi	Member	Alternate to PS, Environment
5.	Ms. Brenda N. Opanga	Member	Alternate to Attorney General
6.	Mr. Norbert Talam	Secretary	Director General

Summary of the Board Meetings and Attendance

During the year under review the Board held statutory and special meetings as per the schedule below;

No.	Name	Position	FB	SPFB	HC&R	A&RM	F&C	TC
1.	Hon. Benjamin J. Washiali, CBS	Chairperson	4/4	5/5	N/A	N/A	N/A	N/A
2.	Mr. Alex Munyao	Independent Board Member	4/4	5/5	N/A	N/A	4/4	4/4
3.	Ms. Grace Kamau	Alternate to PS, State Dept. of Tourism	3/4	5/5	N/A	3/4	N/A	4/4
4.	Ms. Linah Wawira	Alternate to PS, State Dept. of Tourism	1/4	0/5	N/A	1/4	1/4	0/4
5.	Ms. Josephine W. Kinyuti	Independent Board Member	4/4	5/5	N/A	4/4	N/A	4/4
6.	Mr. Joseph Mwaura	Alternate to PS, National Treasury	4/4	3/5	N/A	4/4	3/4	N/A
7.	Mr. Eric M. Kiniti	Independent Board Member	4/4	5/5	5/5	N/A	4/4	N/A

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8.	Mr. Alex Atingo	Independent Board Member	4/4	5/5	5/5	4/4	N/A	N/A
9.	Dr. Diana K. Lukalo	Alternate to PS, Economic Planning	2/4	2/5	2/5	N/A	N/A	0/4
10.	Mr. Kennedy Olwasi	Alternate to PS, Environment	4/4	5/5	5/5	N/A	N/A	4/4
11.	Mr. Norbert Talam	Director General	4/4	5/5	5/5	N/A	4/4	4/4
12.	Mr. Mutie Mutiso	Internal Auditor	N/A	N/A	N/A	4/4	N/A	N/A

Succession Plan

In accordance with Section 8(2) of the Tourism Act, the appointment of Board members of the Tourism Regulatory Authority is staggered to ensure continuity and institutional memory. This structured approach facilitates seamless transition and minimizes disruption to the strategic leadership and governance of the Authority. The Act further provides for the renewal of a Board member's term for one additional term of three (3) years, subject to performance and at the discretion of the appointing authority. The Cabinet Secretary for Tourism and Wildlife is vested with the legal authority to appoint new members or fill any vacancies arising within the Board. As at the end of the reporting period, the Board is fully constituted, ensuring effective oversight and strategic guidance in line with the Authority's mandate.

Board Charter

The Board of the Tourism Regulatory Authority operates under a Board Charter that is aligned with the Constitution of Kenya, 2010, the Tourism Act, 2011, and the *Mwongozo* Code of Governance for State Corporations. The Charter provides a comprehensive governance framework that defines the structure, roles, and responsibilities of the Board and its members.

Specifically, the Charter outlines the composition and appointment process of Board members, procedures governing the conduct of Board meetings, and provisions on resignation, removal, and term limits. It also clearly delineates the functions and responsibilities of the Chairperson, the Chief Executive Officer, the Corporation Secretary, and individual Board members.

Additionally, the Charter establishes the framework for the formation and functioning of Board committees, ensuring effective delegation and oversight in key areas such as audit, risk, human resources, and finance. Through this Charter, the Board upholds principles of good governance, accountability, and effective leadership in the stewardship of the Authority.

Corporate Governance Statement (continued)

i. Process of Appointment and Removal of Board Members

The appointment and removal of Board members of the Tourism Regulatory Authority is governed by the provisions of Sections 8 and 10 of the Tourism Act, 2011, and is further guided by the *Mwongozo* Code of Governance for State Corporations.

The Chairperson of the Board is appointed by the President of the Republic of Kenya. Representatives of the Principal Secretaries are formally designated by the respective Principal Secretaries through written communication. Six non-public officer members are appointed competitively by the Cabinet Secretary responsible for Tourism, with due regard to regional diversity and gender equity. Of these, two are nominated by registered tourism sector associations, while four are selected based on their expertise in tourism or related disciplines.

The Chairperson and independent Board members are appointed for a term not exceeding three (3) years, renewable once for a further term of up to three (3) years, subject to performance and compliance with the relevant provisions of the law.

In terms of removal, a Board member may resign by submitting a written notice to the appointing authority. Additional grounds for removal include: absence from three consecutive Board meetings without justifiable cause; incapacity to discharge the functions of the office as determined by the Cabinet Secretary; or in the unfortunate event of death. These provisions ensure accountability and uphold the integrity of the Board's operations.

ii. Roles and Functions of the Board

The functions of the Board of the Authority are as provided under section 9 of the Tourism Act and include: -

- Ensure the proper and effective performance of the functions of the Authority;
- Approve and ratify the policies of the Authority;
- Manage, control and administer the assets of the Authority in a manner and for purposes that promote the object and purpose of the Authority;
- Receive any gifts, grants, donations or endowments made to the Authority;
- Determine the provisions to be made for capital and recurrent expenditure, and for the reserves of the Authority;
- Open bank accounts for the funds of the Authority;

Corporate Governance Statement (continued)

- Subject to the approval of the Minister for the time being responsible for matters relating to finance, invest any of the Authority funds not immediately required for the purposes of this Act, as it may determine;
- Determine and specify the terms and conditions for the appointment and emoluments of the personnel of the Authority;
- Co-operate with other organizations undertaking functions similar to its own, whether within or outside Kenya as it may consider appropriate and in furtherance of the object and purpose of the Authority;
- Provide for a staff superannuation scheme for the employees of the Authority; and
- Approve the borrowing of funds in consultation with the Minister for the time being responsible for matters relating to finance.

iii. Induction, Training and Development

Upon appointment, board members of the Tourism Regulatory Authority undergo a comprehensive induction program designed to familiarize them with the Authority's mandate, strategic objectives, operational framework, and key regulatory instruments. The induction process also covers the legal and policy environment within which the Authority operates.

In line with best governance practices, Board members are further facilitated to undertake formal training on the *Mwongozo* Code of Governance for State Corporations, as well as other corporate governance principles. These training sessions enhance their capacity to discharge oversight responsibilities effectively and in compliance with applicable laws and standards.

Additionally, the Authority supports continuous professional development through periodic training tailored to address emerging governance issues or specific skill gaps as identified by the Board. This approach ensures that members remain informed, competent, and responsive to the evolving needs of the institution and the tourism sector at large.

iv. Board and Members Performance

In accordance with the *Mwongozo* Code of Governance and the guidelines issued by the State Corporations Advisory Committee (SCAC), the performance of the Board of the Tourism Regulatory Authority and its individual members is subject to regular evaluation to ensure effective governance and accountability.

For the Financial Year 2024/2025, a formal Board performance evaluation exercise is scheduled to take place on 28th August 2025. The exercise will be conducted under the oversight of SCAC and

Corporate Governance Statement (continued)

will assess the Board's effectiveness in executing its mandate, the performance of individual members, the efficiency of Board committees, and adherence to governance best practices.

The outcome of the Board evaluation will inform continuous improvement initiatives, capacity building interventions, and the strengthening of governance processes within the Authority.

v. Conflict of Interest

The management of conflicts of interest within the Tourism Regulatory Authority is governed by Section 11 of the Tourism Act, the Board Charter, and the Authority's Code of Conduct and Ethics, which is signed by all Board members upon appointment.

Board members are required to exercise the highest standards of integrity and transparency in the discharge of their duties. In line with statutory and policy provisions, any member who has a personal or financial interest in a matter under consideration by the Board is obligated to disclose the nature of that interest in writing prior to the commencement of deliberations. Such members must recuse themselves from all discussions and decisions relating to the matter to avoid any actual or perceived conflict.

Failure to declare a conflict of interest, as stipulated under the Act, constitutes a serious breach and may result in cessation of membership from the Board.

To operationalize this requirement, the Authority maintains a Conflict-of-Interest Register, which is circulated during every Board meeting for members to declare and record any real or potential conflicts. This practice ensures transparency, safeguards institutional integrity, and promotes responsible decision-making.

vi. Board Remuneration

The remuneration of Board members of the Tourism Regulatory Authority is determined in accordance with applicable Government guidelines and circulars issued from time to time. This is in line with Section 9(3) of the Tourism Act, 2011, which provides that Board members shall be paid such allowances as may be determined by the Cabinet Secretary, in consultation with the Cabinet Secretary responsible for matters relating to finance.

During the reporting period, only the Chairperson received a monthly honorarium, as per the approved government provisions. All other Board members were compensated through sitting allowances and other applicable allowances, including airtime, as sanctioned by the Cabinet Secretary. These payments were made strictly in accordance with prevailing government remuneration policies and reflect the Authority's commitment to transparency and prudent financial management.

Corporate Governance Statement (continued)

vii. Ethics and Conduct

The Board of the Tourism Regulatory Authority is firmly anchored in the principles of integrity, accountability, and transparency as articulated in Chapter Six of the Constitution of Kenya and the *Mwongozo* Code of Governance for State Corporations. To reinforce these values, all Board members have signed and committed to the Authority's Code of Conduct and Ethics, which outlines the expected standards of ethical behaviour, professionalism, and responsible leadership in the discharge of their duties.

viii. Governance Audit

In line with the *Mwongozo* Code of Governance, the Authority is required to conduct periodic governance audits to evaluate its compliance with established governance principles and to strengthen institutional governance frameworks. However, the governance audit for the Financial Year under review was not undertaken due to budgetary constraints. The Authority remains committed to conducting the audit in the subsequent financial year, subject to the availability of financial resources, as part of its ongoing efforts to promote accountability, transparency, and continuous improvement.

ix. Communication Policy

The Tourism Regulatory Authority is implementing a Communication Policy and Strategy designed to enhance effective internal and external communication, promote stakeholder engagement, and increase public awareness of the Authority's mandate and activities.

The strategy provides a structured framework for information dissemination, media engagement, crisis communication, and stakeholder relations. It also supports the Authority's visibility and brand positioning within the tourism sector.

Currently, the Communication Strategy is under review to align with emerging institutional needs, technological advancements, and the dynamic nature of the tourism industry. The review aims to ensure that the Authority remains responsive, transparent, and proactive in its communication with stakeholders and the public.

x. Terms of Reference of Committees

The Terms of Reference (ToRs) for Board Committees at the Authority are developed in accordance with the *Mwongozo* Code of Governance for State Corporations, the Tourism Act, 2011, the State Corporations Act, and other relevant government policies. These ToRs provide a clear framework for the mandate, composition, roles, and responsibilities of each committee to ensure effective governance, accountability, and oversight.

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Corporate Governance Statement (continued)

The development process involves reviewing legal and policy requirements, aligning with the Board Charter, identifying governance needs, and drafting ToRs. The ToRs are then reviewed and approved by the full Board and are subject to periodic review to ensure they remain responsive to the evolving operational and governance environment of the Authority.

xi. Policy on related party transactions

The Tourism Regulatory Authority (TRA) is committed to maintaining the highest standards of transparency, accountability, and integrity in all its operations, including transactions involving related parties. In line with applicable public finance regulations, International Public Sector Accounting Standards (IPSAS), and the *Mwongozo* Code of Governance for State Corporations, The Authority has established a policy to guide the identification, disclosure, and management of related party transactions. Related party transactions are defined as transfers of resources, services, or obligations between the Authority and a related party, regardless of whether a price is charged. All such transactions must be conducted in the best interest of the Authority. Where such transactions occur, they are subject to prior disclosure, review, and approval by the Board to ensure they do not result in a conflict of interest or compromise the Authority's fiduciary responsibility. The Authority ensures that all related party transactions are disclosed in the financial statements in accordance with IPSAS 20 – *Related Party Disclosures*. A register of related parties is maintained and updated regularly, and all members of the Board and senior management are required to declare any interests that may give rise to a related party transaction.

9. Management Discussion and Analysis

Operational Performance

1) Management of Minimum Standards for Regulated Tourism Enterprises strengthened

During the period under review, on management of minimum Standards for regulated tourism enterprises, the Authority developed two standards to completion as per the commitments in the Performance Contract for the financial year 2023/2024. The standards were as follows:

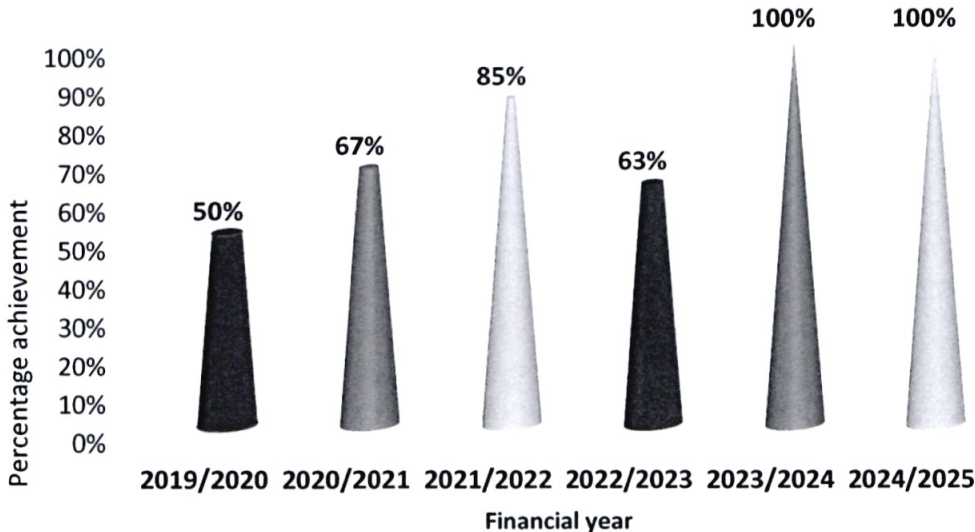
a) Minimum Standards for self-serviced accommodation enterprises

The primary objective of this standard is to ensure a safe, comfortable, and enjoyable experience for guests while also promoting responsible and sustainable tourism in self-catering accommodation establishments commonly referred to as “Airbnb’s. These standards aim to provide a baseline level of quality across various aspects of the accommodation, including structural integrity, safety features, cleanliness, and amenities.

b) Develop Minimum Standards for Tourist Service Vehicles

The primary objective of this standard is to ensure customer satisfaction, enhance safety and security, and promote professionalism within the travel industry. These standards aim to establish a baseline level of quality for vehicles used in tourist transportation, contributing to a positive overall experience for travellers and supporting the sustainable development of tourism. Completion of these standards as envisaged saw the Authority garner a score of 100% which hence retaining its score as from the previous financial year as shown in figure 9.1 below: -

Figure 9.1: Comparative analysis of management of minimum standards for regulated tourism enterprises performance indicator over six years

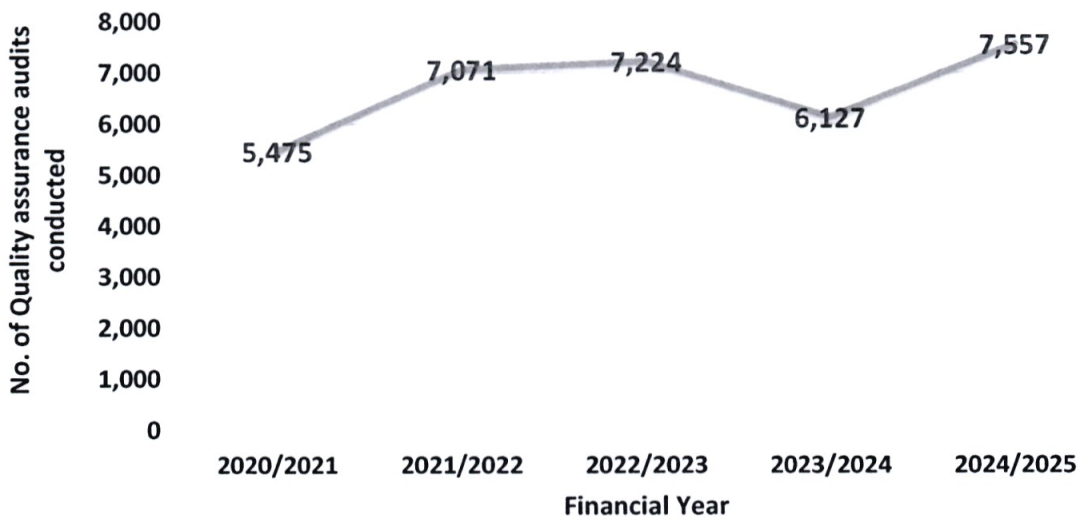


Management Discussion and Analysis (Continued)

2) Quality Assurance Audits of Regulated Tourism Enterprises Undertaken

To enhance destination competitiveness and sustainability, the Authority focused on high uptake of quality standards by regulated tourism enterprises, activities and services throughout the period under review. To this end, the Authority carried out routine quality assurance audits in 7,557 regulated enterprises against a set target of 9,000 for the financial year. The target was not achieved due to budget cuts which affected facilitation of quality assurance activities especially for far flung areas. This achievement is an improvement of 23.34% from the previous financial year where quality assurance audits had been conducted in 6,127 regulated tourism enterprises as shown in figure 9.2 below:

Figure 9.2: Comparative analysis of No. regulated tourism enterprises covered during routine quality assurance audits countrywide for five years



3) Stakeholder Sensitization on Developed Standards and Reviewed EAC Classification Criteria

In the Performance Contract for the Financial year 2024/2025, the Authority committed to conduct stakeholder sensitization on the eighteen (18) developed standards, Codes of Practice and Reviewed EAC Classification Criteria in two regions namely Coast and Nairobi. To this end, during the period under review, the Authority organized and undertook the sensitization forums during the financial year in Kiambu, Kajiado, Nairobi, Lower Eastern, Coast and North Rift Regions as follows:

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Management Discussion and Analysis (Continued)

i) Sensitization on Developed Standards

The stakeholders across the stated regions were taken through the following eighteen (18) standards:

- 1) National Minimum Standards for Accommodation and Catering Establishments;
- 2) National Minimum Standards for Tour operators and travel Agents;
- 3) Food Safety and Hygiene standards;
- 4) Hotel Safety and Security standards;
- 5) Adventure Sports Tourism standards;
- 6) Amusement Parks standards;
- 7) Digital Tourism standards;
- 8) Spa and Wellness Standards;
- 9) Halal Compliance Standards;
- 10) Nature Trails Standards;
- 11) Private Zoos Standards;
- 12) Professional Photographers Standards;
- 13) Tour Driver Guides and Hotel Staff Accommodation standards;
- 14) Meetings, Incentives, Conference and Exhibition standards;
- 15) Sustainability standards for Tourism sector;
- 16) Sustainability standards for Hospitality sector;
- 17) Universal Design & Access Standards;
- 18) Destination Management Standards.

ii) Sensitization on the Codes of Practices

The stakeholders across the stated regions were also taken through the following two Codes of Practice as per the commitments in the performance contract financial year 2024/2025

1. Tour operators and travel agents;
2. Accommodation and Catering Establishments.

iii) Sensitization on the Reviewed EAC Classification Criteria

The stakeholders across the stated regions were taken through the following nine (9) reviewed EAC Classification Criteria: -

- 1) Restaurants
- 2) Convention Canters;
- 3) Hotels;
- 4) Boutique Hotels;

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Management Discussion and Analysis (Continued)

- 5) Tented Camps;
- 6) Lodges;
- 7) Resorts;
- 8) Villas, Cottages & Serviced Apartments;
- 9) Motels

It is worth noting that the sensitization forums combined the developed standards, codes of practice, and reviewed EAC Classification Criteria because the target audience was the same. A total of **636** stakeholders attended the sensitization forums across the stated regions. The forums were conducted for two days in each of the designated venues and the stakeholder attendance was captured as shown in Table 9.1 below: -

Table 9.1: Attendance for stakeholder sensitization on the Developed Standards & EAC reviewed Criteria in Kiambu, Kajiado, Nairobi, Lower Eastern, Coast and North Rift Regions

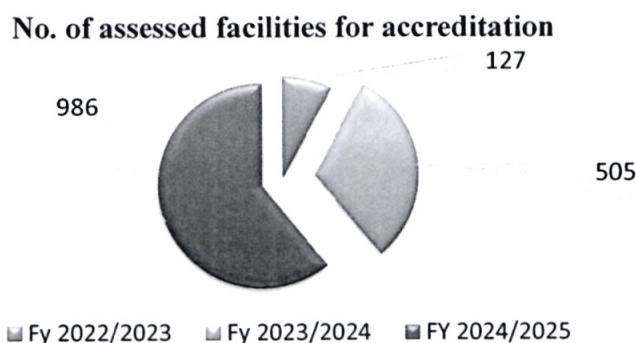
S/N.	Dates	Region	Venue	No. Of stakeholders
1.	10 th to 11 th July 2024	Kiambu	Elysian Resort	46
2.	16 th to 17 th July 2024	Kajiado	Galaxy Resort Kitengela	38
3.	6 th to 7 th August 2024	South Rift	Utalii Hotel	157
4.	27 th to 28 th January 2025	Machakos	Kyaka Hotel Machakos	70
5.	30 th to 31 st January 2025	Garissa	Lantern Resort- Garissa	16
6.	3 rd to 4 th February 2025	Taita Taveta	Two Oceans Hotel-Voi	82
7.	6 th to 7 th February 2025	Kilifi	Kilifi Bay Beach Resort	65
8.	10 th to 11 th February 2025	Kilifi	Ocean Beach Resort and Spa- Malindi	50
9.	13 th to 14 th February 2025	Kwale	Jacaranda Indian Ocean Beach Resort	73
10.	18 th to 19 th February 2025	Mombasa	City Blue Hotel - Mombasa	84
11.	20 th to 21 st February 2025	Lamu	Lamu Palace Hotel	47
12.	24 th to 25 th February 2025	Samburu	Samburu Simba Lodge	12
13.	3 rd to 4 th March 2025	Turkana	The Cradle Hotel- Lodwar	84
	6 th to 7 th March 2025	West Pokot	Kalya Hotel-Kapenguria	53
	Total			877

Management Discussion and Analysis (Continued)

4) Accreditation of Accommodation and Catering Establishments

To improve destination competitiveness and appeal, the Authority had committed to conduct an assessment and accreditation of 550 hospitality facilities and train 550 hospitality stakeholders on quality management systems during the period under review. To this end, the Authority conducted assessment and accreditation of 986 hospitality facilities in Kiambu, Kajiado, Nairobi, Lower Eastern, Coast and North Rift regions during the period under review. A comparison of the number of facilities assessed during the accreditation exercise for three financial years is depicted in figure 9.3 below: -

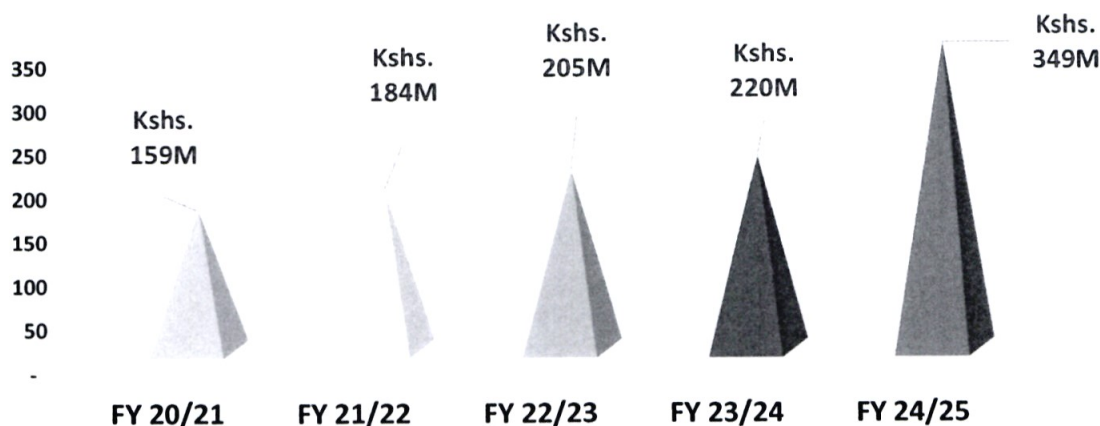
Figure 9.3: Comparison for number of facilities assessed during accreditation for three financial years



5) Appropriation in Aid (A-in- A)

During the period under review, the Authority collected Kshs 349,440,868 in Appropriation in Aid (A-in-A) against an annual revised target of Kshs 380,000,000. Although the Authority did not achieve its target, this performance represents a significant increase of 58.71% from the previous financial year where Kshs 220,040,341 had been collected as shown in figure 9.4 below: -

Figure 9.4: Comparative Analysis of Actual Revenue for five years



Management Discussion and Analysis (Continued)

The analysis in Figure 8.3 above shows that the Authority is making significant strides towards financial independence. This growth is largely attributed to the automation of the licensing module, which was completed during the previous financial year. It is therefore hoped that moving forward, the Authority will be able to acquire more storage space in terms of its ICT infrastructure, thus become more efficient in the collection of Appropriation in Aid to support its regulatory functions.

6) Customer Satisfaction Survey FY 2024/2025

During the period under review, the Authority conducted a customer satisfaction survey targeting its direct customers, namely operators of regulated tourism enterprises, activities and services and suppliers. The aim of the survey was to establish the customer satisfaction levels and identify areas of improvement in terms of the delivery of Authority services. In summary, the overall customer satisfaction index for the financial year 2024/2025 was 73.34% (M=3.67, SD=1.293). This represents a slight drop of 9.96% in the customer satisfaction index compared to the previous period i.e. financial year 2021/2022 when the survey was last conducted where an index of 83.3% had been recorded. This drop could largely be attributed to the intensified enforcement exercises that were ongoing during the survey period hence some customers might have been disgruntled and other shortfalls which have been pointed out in the report, which the Management commits to address. A comparison of the customer satisfaction index over two periods is as shown below: -

Figure 9.5: Comparison of Customer Satisfaction Index over two periods



7) Employee and Work Environment Satisfaction Survey FY 2024/2025

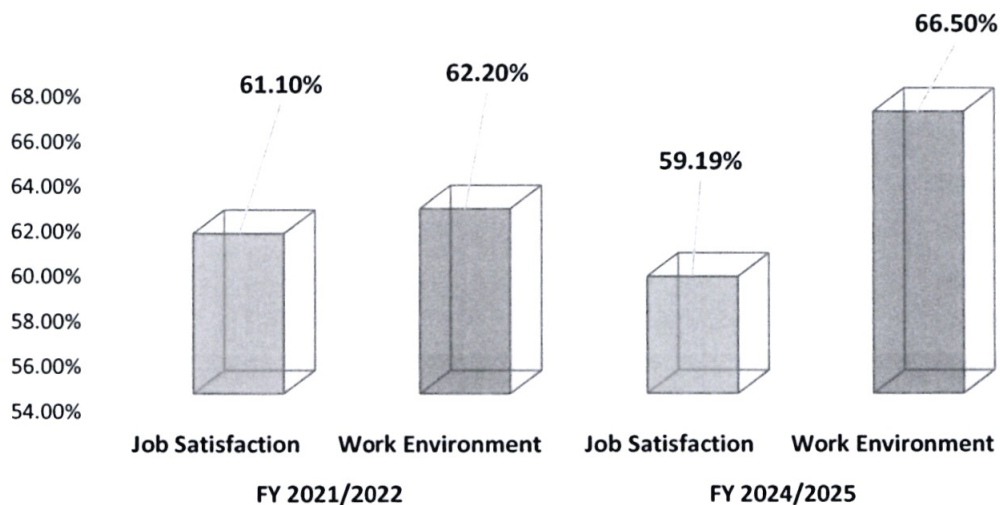
During the third quarter, the Authority conducted an employee and work environment satisfaction survey. The aim of the survey was to establish employee satisfaction levels with various parameters of their jobs and work environment and establish areas of improvement. The data was analysed and a report prepared. In summary, the overall employee job satisfaction index for the financial year

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Management Discussion and Analysis (Continued)

2024/2025 was 59.39% (M=2.97, SD=1.116) representing a drop of 6.71% from the financial year 2021-2022 when the last employee satisfaction survey was conducted, where an index of 66.1% had been recorded. The drop in job satisfaction index could probably be attributed to the lack of implementation of the survey recommendations from the financial year 2021/2022 probably due to budget constraints and the fact that the Authority has been developing new Human Resource instruments which were eventually approved by Public Service Commission (PSC) for implementation. It is therefore imperative for the Authority to fast-track implementation of the new Human Resource instruments and the attendant salary structure. On the other hand, the overall employee work environment satisfaction index for the financial year 2024/2025 was 66.50% (M=3.33 SD=1.216). This is an improvement of 4.30% from the financial year 2021-2022 when the last employee work environment satisfaction survey was conducted, where an overall index of 62.2% had been recorded. The improvement in the work environment satisfaction index could be attributed to the Authority's initiative of providing working tools such as tablets and laptops. Nonetheless, the Authority should implement the recommendations contained in the report to improve employee confidence and increase their satisfaction. A comparison of the Job satisfaction and work environment satisfaction index is as shown in Figure 9.6 below: - .

Figure 9.6: Comparison of Job and Work Environment satisfaction index over two periods



**Tourism Regulatory Authority
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Management Discussion and Analysis (Continued)

8) Processing of Custom Duty / VAT Exemptions.

To Facilitate Tourism Trade, the Authority processed all the applications for duty/ VAT exemptions from investors as shown in the table 8.2 below

Table 9.2: Comparison of Custom duty exemptions for five financial years

Details	FY 2020/21	FY 2021/22	FY 2022/2023	FY 2023/2024	FY 2- 24/25
No. of Applications	57	105	125	114	215
Value of Goods Applied (Million)	488.70	986.23	1,424	3,864.8	2,086.3

The analysis in table 8.2 above shows that there was a decrease of 46.02% in the value of goods processed for customs duty exemptions in the financial year 2024/2025 from the previous period although the number of applications appear to have increased by 46.98% from the previous period. This could be an indication of the same establishments seeking exemptions but no new facilities could be utilizing this facility. This is a clear pointer to more awareness campaigns required by the sector to facilitate uptake of the incentives by more regulated tourism enterprises, activities and services.

9) National Tourism Sector Status Report for the Year 2023 Prepared

During the period under review, the Authority undertook an assessment and audit of tourism activities and services, measures and initiatives by collecting both primary and secondary data and prepared the Annual Tourism Sector Status Report for the year 2024. The draft report was submitted to the Cabinet Secretary as per the provisions of the Tourism Act, 2011.

10. Environmental and Sustainability Reporting

i) Sustainability strategy and profile

TRA is established to ensure the tourism sector in Kenya adopts sustainable practices. As such, the Authority endeavours to ensure the regulated tourist enterprises adopt the best sustainability approaches. However, to achieve this sustainability intensions, the Authority is affected by some global macroeconomic issues, influencing both domestic and international demand for travel and the capacity of destinations to manage and maintain sustainable practices. Some of the global and macroeconomic issues that affect the sector include global and local economic growth and recession, geopolitical tensions and internal conflicts and inflation and currency volatility. Other factors include technological disruption and digital divide and ability of destinations to cope with the emerging best practices, fuel prices and energy costs, public health and pandemics such as COVID-19, local political stability and security, infrastructure development, policy uncertainty and regulatory changes.

To mitigate against these issues, the Authority has developed some standards to ensure the sector's resilience to macroeconomic shocks. Some of the approaches include encouragement of local investments through duty waiver and VAT exemption to encourage investment by local communities, developed sustainability standards to ensure adoption of eco-friendly practices, digital tourism standards to encourage enterprises to adapt global practices and through general collaboration with other government agencies and private sector players to mitigate these macroeconomic risks and build more adaptive tourism systems.

During the year under review, the Authority reviewed its service delivery charter. The review was in line with the automation of the customer facing services of the Authority. The reviewed charter is well displayed in the Authority offices and website and its monitored quarterly to ensure the provisions in the charter are implemented. To further ensure the charter timelines are met, the Authority developed Standard operating procedures for all services to ensure consistent service delivery.

ii) Environmental performance

During 2024/25 FY, the Authority adopted several environmental sustainability practices. As a regulator, these included development and implementation of sustainability standards, inclusion of sustainability environmental sustainability provisions in all the standards developed encourage our customers and clients to reduce their impact on the environment and ensure the sector adopts appropriate environmental practices. Internally, the Authority has worked with stakeholders to reduce carbon footprint by planting trees in line with the Presidential directive on National Tree Growing

Environmental and Sustainability Reporting (Continued)

and Restoration Campaign in which grow 105,720 trees were planted in the period under review. In the internal processes, the Authority automated both internal and citizen facing services as well as adopted email communication approaches which has greatly reduced printing and promoted a paper-free office. These efforts are not fully implemented and efforts to enforce the standards in the sector as well as internal implementation of the set policies will be pursued to ensure more environmental performance in the Authority.

iii) Employee welfare

The Authority is an equal opportunity employer and all the vacant positions have been filled competitively. The Authority has a good gender balance with 50.4% of the 117 employees being female and 49.6% male. There is also a good mix of youth employees. The Authority has however not met the 5% of the employees with PWD with the Authority having only one (1) employee being PWD. The Authority reviewed its Human Resource Manuals in the year under review in which all employees input was sought. The Authority also translated all the employees to the new manuals and efforts are underway to finalize and implement the resultant salary structure. The Authority however faced budgetary challenges in skills improvement but staff are being encouraged to improve their skills for career growth. In the FY, the Authority implemented the Balanced Score Card (BSC) appraisal system for all the staff and developed Performance management policy which provides for reward and sanction systems. In addition, the Board rewarded the employees during the year by offering a Christmas gift voucher to all employees for good internal revenue collection during the year. The Authority undertook Employee and Work Environment Satisfaction Surveys during the year and the findings are being developed. During the year, the Authority initiated policy on safety and compliance with Occupational Safety and Health Act of 2007, (OSHA) by having the Authority assessed and certified. The Authority has medical, GPA, GLA and WIBA insurances although no work-related injury was reported during the year under review.

iv) Market place practices

TRA being a national sector regulating agency plays a major role to ensure regulated tourism enterprises practice ethical practices in their operations. In this regard, the Authority undertakes the following: -

a) Responsible competition practices

The Authority ensures that all tourism business is registered, meet the requisite standards that ensure fair competition among the players. In addition, the Authority handles complaints raised by tourists or other agencies and general public to ensure the regulated enterprises operate ethically and

professionally. In its operations, the Authority implements Government anti-corruption strategies and reporting including observing the Public Procurement and Disposal laws and regulations. The Authority also observes the service charter requirements and had automated all its services and all license fees payment is done online through the e-citizen platform. The Authority also undertakes regular stakeholder sensitization in stakeholder forums in which pre-accreditation forums were held across the country. The Authority also sensitizes stakeholders on standards upgrade guidance during routine quality assurance exercises, accreditation and classification.

b) Responsible Supply Chain and Supplier Relations

The Authority maintains an updated register of suppliers competitively sourced or AGPO firms approved by the National Treasury from which quotations are sought for supply of goods and services. There is a wide distribution of supply opportunities to the firms in the list and other suppliers are sourced through open tendering. The Authority treats the suppliers by honouring contracts and respecting payment. As at the close of the financial year, the Authority had no pending bills.

c) Responsible marketing and advertisement or Responsible engagement with the citizens.

The Authority maintains a website, social media (WhatsApp, Facebook, X and Instagram) accounts and bulk SMS platform where the information is regularly passed to the stakeholders and general public. The messages are having an elaborate approval process to ensure the correctness of the content and ethical marketing practices. Periodic press briefing and media releases is undertaken especially when there are major regulatory issues and concerns. Genuine and widespread stakeholder consultations are undertaken when developing standards and policies including seeking public input through press advertisement on major policy and strategic directions.

d) Product stewardship or Awareness creation

The Authority exists to protect sector customers (tourists). In an effort to protect customer needs the Authority has developed minimum standards which all the regulated service providers are expected to provide. The developed standards safeguard tourist rights and interests' issues include protection of health and safety, requirement to provide correct product and information and protect their client's data and privacy. The Authority also undertakes complaints handling and dispute resolution program in which various actions including compensation as well as revocation of license is done. In Authority operations, clients' rights are also respected with an elaborate Customer Relations Management function in which dissatisfied clients launch complaint and the same are well investigated and resolved. During the routine enforcement activities, non-compliant operators' rights are also respected with adequate reminders send, notice for prosecution given before the non-compliant clients are actually prosecuted in court. The Authority has whistle blowers' policy which

Environmental and Sustainability Reporting (Continued)

gives provision of corruption and other malpractices within the Authority and protects the identity of the complainant. The Authority is registered as Data Handler and Processor and observes the Data Protection requirements.

v) Corporate Social Responsibility / Community Engagements

As part of TRA's commitment to environmental sustainability and community engagement, the Authority prioritize key CSR initiatives aligned to support climate action, biodiversity preservation, and inclusive stakeholder development during the financial year. These efforts are. In the reporting period, we successfully implemented a tree planting initiative aimed at mitigating carbon emissions and contributing to reforestation efforts and in line with the Presidential Directive for Government Agencies to plant trees as a contribution to increase of forest cover. A total of 105,720 indigenous and climate-resilient trees were planted in partnership with stakeholders and the local communities. These activities were carried out across various location including Elysian Resort in Embu, Eka Hotel in Eldoret, Kisumu Impala Park, Baringo and Mumoni Hills in Kitui County. Long-term monitoring frameworks established with the respective stakeholders/local communities to ensure tree survival and ecological impact.

The Authority also invested in targeted educational programs to raise awareness and build capacity among key stakeholders on issues related to standards and quality assurance during the pre-accreditation workshops. Over 848 stakeholders, including hospitality employees and directors; and county government officials participated in four workshops held in 2024/25 FY, in Nairobi, Lower Eastern, South and North Coast regions. These sessions sensitized the hospitality stakeholders on the 18 developed standards and revised EAC Classification Criteria and emphasized practical actions the stakeholders should undertake to meet the highest level of service for destinations competitiveness.

11. Report of the Directors

The Directors submit their report together with the un-audited financial statements for the year ended June 30, 2025, which show the state of the TRA's affairs.

i) Principal activities

The principal activities of the Authority are as outlined in the Tourism Act. No.28 of 2011.

ii) Results

The results of the Authority for the year ended June 30, 2025 are set out on page 1 to 6.

iii) Directors

The members of the Board of Directors who served during the year are shown on page xxxvii.

Key to note is, two independent non-executive directors representing the industry were appointed vide Gazette Notice No. 7076 dated 30th May 2025.

iv) Surplus remission

In accordance with Regulation 219 (2) of the Public Financial Management (National Government) Regulations, regulatory entities shall remit into Consolidated Fund, ninety per cent (90%) of its surplus funds reported in the audited financial statements after the end of each financial year.

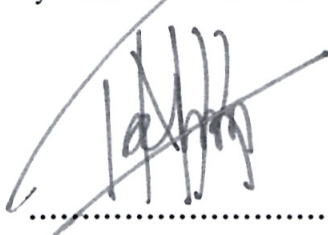
Further, the Legal Notice No. 90 of 13th June 2019 requires remittance of surplus funds reported by the Management in the Financial Statements after the end of each financial year.

Tourism Regulatory Authority did not make any surplus during the year FY 2023/2024 and 2024/2025 and hence no remittance to the Consolidated Fund.

v) Auditors

The Auditor-General is responsible for the statutory audit of the Authority in accordance with Article 229 of the Constitution of Kenya and the Public Audit Act 2015.

By Order of the Board



.....
Norbert Talam

Director General / Secretary to the Board

12. Statement of Directors Responsibilities

Section 81 of the Public Finance Management Act, 2012 and Section 14 of the State Corporations Act, requires the Directors to prepare financial statements in respect of TRA, which give a true and fair view of the state of affairs of the Authority at the end of the financial year and the operating results of the TRA for that period. The Directors are also required to ensure that the TRA keeps proper accounting records which disclose with reasonable accuracy the financial position of the Authority. The Directors are also responsible for safeguarding the assets of TRA.

The Directors are responsible for the preparation and presentation of the Authority's financial statements, which give a true and fair view of the state of affairs of the TRA for and as at the end of the financial year ended on June 30, 2025. These responsibilities include:

- (i) Maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period;
- (ii) Maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the entity;
- (iii) Designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud;
- (iv) Safeguarding the assets of the Authority
- (v) Selecting and applying appropriate accounting policies; and
- (vi) Making accounting estimates that are reasonable in the circumstances.

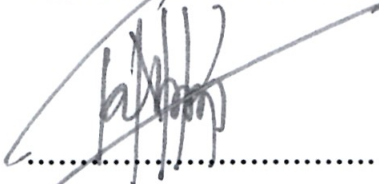
The Directors accept responsibility for the Authority financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act, 2012 and the State Corporations Act. The Directors are of the opinion that the Authority financial statements give a true and fair view of the state of TRA transactions during the financial year ended June 30, 2025, and of the entity's financial position as at that date. The Directors further confirm the completeness of the accounting records maintained for the entity, which have been relied upon in the preparation of the Authority financial statements as well as the adequacy of the systems of internal financial control.

Nothing has come to the attention of the Directors to indicate that the TRA will not remain a going concern for at least the next twelve months from the date of this statement.

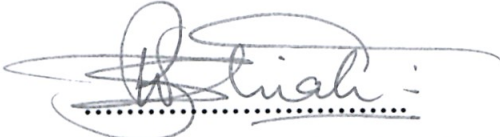
**Tourism Regulatory Authority
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for the year ended June 30, 2025.**

Approval of the financial statements

The TRA financial statements were approved by the Board onand signed by:



**Norbert Talam
Director General**



**Hon. Benjamin J. Washiali, CBS
Board Chairperson**

REPUBLIC OF KENYA

Phone: +254-(20) 3214000
Email: info@oagkenya.go.ke
Website: www.oagkenya.go.ke



HEADQUARTERS
Anniversary Towers
Monrovia Street
P.O Box 30084-00100
NAIROBI

REPORT OF THE AUDITOR-GENERAL ON TOURISM REGULATORY AUTHORITY FOR THE YEAR ENDED 30 JUNE, 2025

PREAMBLE

I draw your attention to the contents of my report which is in three parts:

- A. Report on Financial Statements that considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations that have a direct effect on the financial statements;
- B. Report on Lawfulness and Effectiveness in the Use of Public Resources which considers compliance with applicable laws, regulations, policies, gazette notices, circulars, guidelines and manuals and whether public resources are applied in a prudent, efficient, economic, transparent and accountable manner to ensure the Government achieves value for money and that such funds are applied for the intended purpose; and,
- C. Report on Effectiveness of Internal Controls, Risk Management and Governance which considers how the entity has instituted checks and balances to guide internal operations. This responds to the effectiveness of the governance structure, risk management environment and internal controls, developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

An Unmodified Opinion is issued when the Auditor-General concludes that the financial statements are fairly presented in accordance with the applicable financial reporting framework. The Report on Financial Statements should be read together with the Report on Lawfulness and Effectiveness in the Use of Public Resources, and the Report on Effectiveness of Internal Controls, Risk Management, and Governance.

The three parts of the report aim to address the Auditor-General's statutory roles and responsibilities as provided by Article 229 of the Constitution, the Public Finance Management Act, 2012, and the Public Audit Act, 2015. The three parts of the report when read together constitute the report of the Auditor-General.

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying financial statements of Tourism Regulatory Authority set out on pages 1 to 35, which comprise of the statement of financial position as at 30 June, 2025, and the statement of statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget

Report of the Auditor-General on Tourism Regulatory Authority for the year ended 30 June, 2025

and actual amounts for the year then ended and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Tourism Regulatory Authority as at 30 June, 2025, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Accrual Basis) and comply with Tourism Act, 2011 and the Public Finance Management Act, 2012.

Basis for Opinion

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the Tourism Regulatory Authority Management in accordance with ISSAI 130 on the Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

Budgetary Control and Performance

The statement of comparison of budget actual amounts reflects final budgeted receipts and actual receipts of Kshs.440,000,000 and Kshs.410,695,655 respectively resulting to underfunding of Kshs.29,304,345 or 7% of the budget. Similarly, the Authority spent an amount of Kshs.437,409,793 against expenditure budget of Kshs.440,000,000 resulting to an under expenditure of Kshs.2,590,207 or 1% of the budget.

The underfunding may have affected the planned activities and may have impacted negatively on service delivery to the public.

My opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, are of most significance in the audit of the financial statements. There were no key audit matters to report in the year under review.

Other Matter

Unresolved Prior Years Issues

In the audit report of the previous year several issues were raised on the report on Lawfulness and Effectiveness in use of Public Resources and issue on Report on the Effectiveness of Internal Controls, Risk Management and Governance.

Review of the status during audit of the Authority in 2024/2025 revealed that the following matters remained unresolved.

	Financial Year	Audit Issue
1	2023/2024	Lack of Value for Money on the Annual National Tourism Sector Status Report
2	2023/2024	Failure to Comply with Maximum Wage Bill
3	2022/2023	Shortfall of Staff in the Organization

Other Information

The Management is responsible for the Other Information set out on page v to lvii which comprise of Key Entity Information and Management, The Board of Directors, Key Management Team, Chairman's Statement, Report of the Chief Executive Officer, Statement of Performance against Predetermined Objectives, Corporate Governance Statement, Management Discussion and Analysis, Environmental and Sustainability Reporting, Report of the Directors and Statement of Directors Responsibilities. The Other Information does not include the financial statements and my audit report thereon.

In connection with my audit on the Authority's financial statements, my responsibility is to read the Other Information and in doing so, consider whether the Other Information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work I have performed, I conclude that there is a material misstatement of this Other Information, I am required to report that fact. In my opinion, I confirm that the Other Information is not materially inconsistent with the financial statements.

My opinion on the financial statements does not cover the Other Information and accordingly, I do not express an audit opinion or any form of assurance thereon.

REPORT ON LAWFULNESS AND EFFECTIVENESS IN THE USE OF PUBLIC RESOURCES

Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, except for the effect of the matters described in the Basis for Conclusion on Lawfulness and Effectiveness in the Use of Public Resources section of my report, I confirm that, nothing else has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

Basis for Conclusion

1. Delayed Finalization of the Annual Tourism Status Report-2024

The proposed road-map for the preparation of the annual tourism sector status report - 2024 of compliance and quality assurance department - division of trade facilitation indicates that the finalization of the Annual Report was April, 2025 and the same was to be presented to the Ministry of Tourism, and Wildlife by May, 2025 in line with Section

7(2) of Tourism Act, 2011. The report has been delayed with its completion rated at 90%. Further, the prior year reports have not been presented to the National Assembly as required by the Act.

In the circumstances, Management was in breach of the law.

2. Long Outstanding Trade and Other Payables

The statement of financial position and as disclosed in Note 21 to the financial statements reflects trade and other payables balance of Kshs.12,733,546. However, included in the balance are payables from merchants of Kshs.2,098,800 which have been outstanding for over 2 years. This is contrary to Section 53(8) of the Public Procurement and Asset Disposal Act, 2015 which states that" an Accounting Officer shall not commence any procurement proceedings until satisfied that sufficient funds to meet the obligations of the resulting contract(s) are reflected in the approved budget estimates".

In the circumstances, Management was in breach of the law and there is a risk of loss of public funds through litigations, interests and penalties.

The audit was conducted in accordance with ISSAI 3000 and ISSAI 4000. The standards require that I comply with ethical requirements and plan and perform the audit to obtain assurance about whether the activities, financial transactions and information reflected in the financial statements comply in all material respects, with the authorities that govern them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON THE EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015 and based on the audit procedures performed, except for the effects of the matter described in the Basis for Conclusion on the Effectiveness of Internal Controls, Risk Management and Governance section of my report, I confirm that nothing else has come to my attention to cause me to believe that internal controls, risk management and governance were not effective.

Basis for Conclusion

Non-Execution of Governance and Legal Compliance Audit

Review of Board documents presented revealed that the Authority was not subjected to an annual governance audit as required by the Mwongozo code of governance for State Corporations. Further, the Board did not carry out legal compliance audit during the past year and did not file the same with the parent Ministry and SCAC as per the requirements of Mwongozo code of governance.

In the circumstances, the Authority did not benefit from the oversight role and advice from compliance audit function.

The audit was conducted in accordance with ISSAI 2315 and ISSAI 2330. The standards require that I plan and perform the audit to obtain assurance about whether effective processes and systems of internal controls, risk management and overall governance were operating effectively in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Responsibilities of the Management and those Charged with Governance

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Accrual Basis) and for maintaining effective internal controls as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for its assessment of the effectiveness of internal controls, risk management and governance.

In preparing the financial statements, Management is responsible for assessing the Authority ability to continue to sustain its services, disclosing, as applicable, matters related to sustainability of services and using the applicable basis of accounting unless Management is aware of the intention to cease operations.

Management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 47 of the Public Audit Act, 2015.

In addition to the responsibility for the preparation and presentation of the financial statements described above, Management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements comply with the authorities which govern them and that public resources are applied in an effective way.

Those charged with governance are responsible for overseeing the Authority's financial reporting process, reviewing the effectiveness of how Management monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

Auditor-General's Responsibilities for the Audit

My responsibility is to conduct an audit of the financial statements in accordance with Article 229(4) of the Constitution, Section 35 of the Public Audit Act, 2015 and the International Standards of Supreme Audit Institutions (ISSAIs). The standards require that, in conducting the audit, I obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error and to issue an auditor's report that includes my opinion in accordance with Section 48 of the Public Audit Act, 2015. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected

to influence the economic decisions of users taken on the basis of these financial statements.

In conducting the audit, Article 229(6) of the Constitution also requires that I express a conclusion on whether or not in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way. In addition, I consider the entity's control environment in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7(1)(a) of the Public Audit Act, 2015.

Further, I am required to submit the audit report in accordance with Article 229(7) of the Constitution.

Detailed description of my responsibilities for the audit is located at the Office of the Auditor-General's website at: <https://www.oagkenya.go.ke/auditor-generals-responsibilities-for-audit/>. This description forms part of my auditor's report.


FCPA Nancy Gathungu, CBS
AUDITOR-GENERAL

Nairobi


26 November, 2025

**Tourism Regulatory Authority
Annual Report and Financial Statements
for the year ended June 30, 2025.**

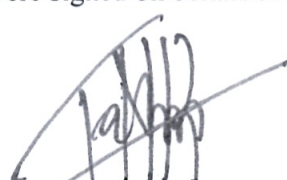
14. Statement of Financial Performance for the year ended 30 June 2025

REVENUE	Note	2024-2025	2023/2024
		Kshs.	Kshs.
Revenue from non-exchange transactions			
Transfer from other government entities	6	151,510,574	252,923,140
License Fees	7	349,440,938	220,040,341
Interest Income	8	<u>11,254,716</u>	<u>-</u>
Total Revenue		<u>512,206,228</u>	<u>472,963,481</u>
EXPENSES			
Employee costs	9	207,676,804	207,604,076
Board Expenses	10	20,443,771	19,109,042
Depreciation & Amortization	11	25,903,536	23,846,946
Repairs and maintenance	12	7,215,850	4,859,481
Use of Goods & Services	13	164,272,245	119,793,197
Contracted Services	14	11,897,584	13,888,693
Accreditation, Classification and Grading	15	<u>101,510,574</u>	<u>85,123,141</u>
Total expenses		<u>538,920,365</u>	<u>474,224,575</u>
Surplus (Deficit) for the period		(26,714,137)	(1,261,094)

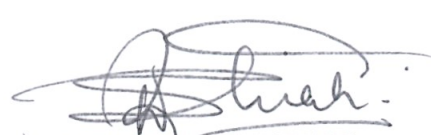
The notes set out on pages 7 to 31 form an integral part of these Financial Statements. The Financial Statements set out on pages 1 to 6 were signed on behalf of the Board of Directors by:


.....
Manager, Finance & Accounts
Nkatha Mugambi,
ICPAK Mbr. No:9687

Date: 13/11/2025


.....
Director General
Norbert Talam

Date: 13/11/2025


.....
Chairperson of the Board
Hon. Benjamin J. Washiali, CBS


Date: 13/11/2025


**Tourism Regulatory Authority
Annual Report and Financial Statements
For the year ended June 30, 2025.**

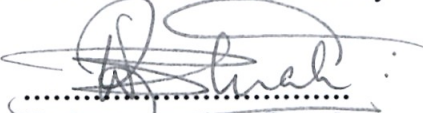
15 Statement of Financial Position as at 30 June 2025

ASSETS	Notes	2024-2025	2023/2024
Current assets		Kshs.	Kshs.
Cash and cash equivalents	16	217,162,815	211,600,938
Receivables from non - exchange transactions	17	89,350,827	23,221,697
Inventories	18	<u>946,085</u>	<u>1,580,245</u>
Total Current Assets (A)		<u>307,459,727</u>	<u>236,402,880</u>
Non-current assets			
Property, plant and equipment	19	11,628,133	27,831,820
Intangible assets	20	8,838,724	9,937,040
Total non-current assets		<u>20,466,857</u>	<u>37,768,860</u>
Total Assets		327,926,585	274,171,739
LIABILITIES			
Current liabilities			
Trade and other payables from exchange transactions	21	12,733,546	8,900,943
Provisions	22	11,000,384	10,653,201
Deferred income	23	<u>163,691,365</u>	<u>96,003,476</u>
Total Current liabilities (B)		<u>187,425,294</u>	<u>115,557,618</u>
Net assets (A-B)		140,501,290	158,614,118
Represented by:			
Retained Earnings		120,034,430	120,845,258
Capital Fund		20,466,860	28,893,860
Revaluation Reserve		<u>0</u>	<u>8,875,000</u>
Net Assets		<u>140,501,290</u>	<u>158,614,118</u>

The financial statements set out on pages 1 to 6 were signed on behalf of the Board of Directors by:


.....
Manager, Finance & Accounts
Nkatha Mugambi,
ICPAK Mbr. No:9687
Date: 13/11/2025


.....
Director General
Norbert Talam
Date: 13/11/2025


.....
Chairperson of the Board
Hon. Benjamin J. Washiali, CBS
Date: 13/11/2025

**Tourism Regulatory Authority
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16. Statement of Changes in Net Assets for the year ended 30 June 2025

	Retained Earnings	Revaluation Reserve	Capital Fund	Total
As at July 30,2023	99,656,178	17,750,000	32,446,115	149,852,293
Transfer of Depreciation / Amortization from Capital Fund to Retained Earnings	23,846,945	(8,875,000)	(14,971,945)	-
Recurrent Capitalised Retained earnings	-	-	-	-
Capitalised	(1,397,000)	-	1,397,000	-
Transfer of Deferred to capital fund	-	-	10,022,690	10,022,690
Recurrent Capitalised	-	-	-	-
Surplus(deficit) for the year	<u>(1,261,094)</u>	<u>-</u>	<u>-</u>	<u>(1,261,094)</u>
As at June 30,2024	<u>120,845,258</u>	<u>8,875,000</u>	<u>28,893,860</u>	<u>158,614,119</u>
As at July 1,2024	120,845,258	8,875,000	28,893,860	158,614,118
Transfer of Depreciation / Amortization from Capital Fund to Retained Earnings	25,903,309	(8,875,000)	(17,028,537)	(0)
Project assets Capitalised Retained earnings	-	-	8,162,437	8,162,437
Capitalised	-	-	-	-
Transfer of Deferred to capital fund	-	-	439,100	439,100
Recurrent Capitalised	-	-	-	-
Surplus(deficit) for the year	<u>(26,714,137)</u>	<u>-</u>	<u>-</u>	<u>(26,714,137)</u>
As at June 30,2025	<u>120,034,430</u>	<u>-</u>	<u>20,466,860</u>	<u>140,501,290</u>

**Tourism Regulatory Authority
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17. Statement of Cash Flows for the year ended 30 June 2025

Cash Flow from Operating Activities	2024/2025	2023/2024
Receipts		
Recurrent Government grants	-	167,799,999
Tourism Promotion Fund (TPF) Grants	6 215,400,000	86,199,517
License Fee	7 349,272,837	220,040,341
Interest Incomes	<u>9,597,729</u>	-
Total Receipts	<u>574,270,566</u>	<u>474,039,857</u>
Payments		
Compensation of employees	9 207,638,925	208,884,140
Board expenses	10 19,120,622	19,137,422
Repair & Maintenance	12 10,625,879	14,385,918
Use of goods and services	13 161,662,272	47,038,484
Contracted services	14 10,625,879	86,272,935
Accreditation, Classification and Grading	15 101,510,574	85,123,141
Remission to National Treasury (90%)	-	-
Total Payments	<u>511,184,151</u>	<u>460,842,039</u>
Net cash flows from operating activities	<u>63,086,415</u>	<u>13,197,818</u>
Cash Flow from Investing Activities		
Purchase of property, plant, equipment	(55,649,282)	-
Purchase of intangible assets	<u>(1,875,255)</u>	-
Net cash flows used in investing activities	<u>(57,524,537)</u>	<u>-</u>
Cash Flow from Financing Activities	-	-
Increase in deposits	<u>-</u>	<u>-</u>
Net cash flows used in financing activities	<u>-</u>	<u>-</u>
Net increase/(decrease) in cash and cash equivalents	5,561,878	13,197,818
Cash and cash equivalents at 1 July	211,600,938	198,403,120
Cash and cash equivalents as at 30 June	16 217,162,815	211,600,938

**Prepared using the direct method of cashflow presentation as prescribed by IPSAS under Accrual basis of accounting).*

Tourism Regulatory Authority
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18. Statement of Comparison of Budget and Actual amounts for the year ended 30 June 2025

(a) Recurrent Budget	Original	Adjustments	Final Budget	Actual	Variance	% of
	Budget			Date		Utilization
	2024-2025	2024-2025	2024-2025	2024-2025	2024-2025	2024-2025
	KShs.	KShs.	KShs.	KShs.	KShs.	KShs.
Revenue	a	b	c=(a+b)	d	e	f=d/c*100
Licenses Fee	225,700,000	154,300,000	380,000,000	349,440,938	30,559,062	92%
Grants from Tourism Fund (TF)	-	50,000,000	50,000,000	50,000,000	-	100%
Other Incomes (Interest from Call Acc)	-	<u>10,000,000</u>	10,000,000	<u>11,254,716</u>	<u>(1,254,716)</u>	113%
Total income	<u>225,700,000</u>	<u>214,300,000</u>	<u>440,000,000</u>	<u>410,695,654</u>	<u>29,304,345</u>	93%
Expenses						
Compensation of employees	196,470,675	11,995,196	208,465,871	207,676,804	789,067	97%
Board Expenses	10,763,580	9,605,046	20,368,626	20,443,771	(75,145)	100%
Depreciation & Amortization expense	-	25,043,617	25,043,617	25,903,536	(859,919)	103%
Repairs and maintenance	919,318	5,203,710	6,123,028	7,215,850	(1,092,822)	118%
Use of Goods and services	14,175,457	148,239,454	162,414,911	164,272,245	(1,857,334)	99%
Contracted Services	<u>3,370,970</u>	<u>14,212,977</u>	17,583,947	<u>11,897,584</u>	<u>5,686,361</u>	70%
Total expenditure	<u>225,700,000</u>	<u>214,300,000</u>	<u>440,000,000</u>	<u>437,409,791</u>	<u>2,590,207</u>	99%
Surplus for the period	-	-	-	(26,714,137)	-	

Budget notes

1. The trend in the revenue collection was 93% of the target.
2. The expenditures stood at 99% of the approved budget.

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8. (b) TPF Funded Project-Accreditation and Classification of Hospitality (Class A & B) Enterprises

(b) Development Budget	Original Budget	Adjustments	Final Budget	Actual	Variance	% of
	2024-2025	2024-2025	2024-2025	cumulative to	2024-2025	Utilization
	KShs.	KShs.	KShs.	Date	KShs.	2024-2025
Revenue	a	b	c	2024-2025	e	KShs.
				KShs.		f=d/c*100
TPF Grants - Accreditation	21,603,610	177,800,000	199,403,610	109,673,010	89,730,600	55%
					89,730,600	
Summary of Expenditure						
Recurrent Expenditure	21,603,610	79,906,963	101,510,573	101,510,574		
Capital Expenditure	-	8,162,437	8,162,437	101,510,574	-	
Total	<u>21,603,610</u>	<u>88,069,400</u>	<u>109,673,010</u>	-		
			89,730,600			

Un utilized Funds Transferred to Deferred
The accreditation and grading funds are income recognised the in the current period from the deferred income at the end of the FY 2023/24 relating to the development budget under "Accreditation & Classification" which started in April 2023 and is expected to be finalised in June 2025.

**Tourism Regulatory Authority
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19. Notes to the Financial Statements

1. General Information

Tourism Regulatory Authority (TRA) is a body corporate established under section 4 of the Tourism Act No.28 of 2011. The entity is wholly owned by the Government of Kenya and is domiciled in Kenya. Its principal activity as outlined under section 7(1) of the Act is to regulate the tourism sector in Kenya.

2. Statement of Compliance and Basis of Preparation

The financial statements have been prepared on a historical cost basis except for the measurement at re-valued amounts of certain items of property, plant and equipment. The cash flow statement is prepared using the indirect method. The financial statements are prepared on accrual basis. The preparation of financial statements in conformity with International Public Sector Accounting Standards (IPSAS) allows the use of estimates and assumptions. It also requires management to exercise judgement in the process of applying the TRA's accounting policies.

The financial statements have been prepared and presented in Kenya Shillings, which is the functional and reporting currency of the Authority. The financial statements have been prepared in accordance with the PFM Act, the State Corporations Act, and International Public Sector Accounting Standards (IPSAS). The accounting policies adopted have been consistently applied to all the years presented.

3. Adoption of New and Revised Standards

i. New and amended standards and interpretations in issue effective in the year ended 30 June 2025.

There were no new and amended standards issued in the financial year.

ii. New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2025

Standard	Effective date and impact:
IPSAS 43	<p><i>Applicable 1st January 2025</i></p> <p>The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cashflows of an Entity.</p> <p>The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities.</p>

**Tourism Regulatory Authority
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Standard	Effective date and impact:
	This standard has no impact to the Authority since it does not have Leases.
IPSAS 43: Leases	<p><i>Applicable 1st January 2025</i></p> <p>The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cash flows of an Entity.</p> <p>The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities.</p> <p>This standard has no impact to the Authority since there are no assets on lease.</p>
IPSAS 44: Non- Current Assets Held for Sale and Discontinued Operations	<p><i>Applicable 1st January 2025</i></p> <p>The Standard requires,</p> <p>Assets that meet the criteria to be classified as held for sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and:</p> <p>Assets that meet the criteria to be classified as held for sale to be presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.</p> <p>This standard has no impact to the Authority since it does not have any non-current assets held for sale and discontinued operations.</p>
IPSAS 45- Property Plant and Equipment	<p><i>Applicable 1st January 2025</i></p> <p>The standard supersedes IPSAS 17 on Property, Plant and Equipment. IPSAS 45 has additional guidance/ new guidance for heritage assets, infrastructure assets and measurement. Heritage assets were previously excluded from the scope of IPSAS 17 in IPSAS 45, heritage assets that satisfy the definition of PPE shall be recognised as assets if they meet the criteria in the standard. IPSAS 45 has an additional application guidance for infrastructure assets, implementation guidance and illustrative examples. The standard has clarified existing principles e.g valuation of land over or under the infrastructure assets, under- maintenance of assets and distinguishing significant parts of infrastructure assets.</p> <p>This standard has no impact to the Authority since it does not have any heritage or infrastructure assets.</p>

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Standard	Effective date and impact:
<p>IPSAS 46 Measurement</p>	<p><i>Applicable 1st January 2025</i></p> <p>The objective of this standard was to improve measurement guidance across IPSAS by:</p> <ul style="list-style-type: none"> i. Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used. ii. Clarifying transaction costs guidance to enhance consistency across IPSAS; iii. Amending where appropriate guidance across IPSAS related to measurement at recognition, subsequent measurement and measurement related disclosures. <p>The standard also introduces a public sector specific measurement bases called the current operational value.</p> <p>This standard will be applicable to the Authority in the FY 2025/26.</p>
<p>IPSAS 47- Revenue</p>	<p><i>Applicable 1st January 2026</i></p> <p>This standard supersedes IPSAS 9- Revenue from exchange transactions, IPSAS 11 Construction contracts and IPSAS 23 Revenue from non- exchange transactions. This standard brings all the guidance of accounting for revenue under one standard. The objective of the standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flow arising from revenue transactions. The Authority shall adopt IPSAS 23, Revenue from non-exchange transaction effective the applicable date.</p>
<p>IPSAS 48- Transfer Expenses</p>	<p><i>Applicable 1st January 2026</i></p> <p>The objective of the standard is to establish the principles that a transfer provider shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of expenses and cash flow arising from transfer expense transactions. This is a new standard for public sector entities geared to provide guidance to entities that provide transfers on accounting for such transfers. This standard has no impact to the Authority since it does not operate any transfers.</p>
<p>IPSAS 49- Retirement Benefit Plans</p>	<p><i>Applicable 1st January 2026</i></p> <p>The objective is to prescribe the accounting and reporting requirements for the public sector retirement benefit plans which provide retirement to public sector</p>

**Tourism Regulatory Authority
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Standard	Effective date and impact:
	employees and other eligible participants. The standard sets the financial statements that should be presented by a retirement benefit plan. This standard has no impact to the Authority currently until the effective applicable date.
IPSAS 50: Exploration For & Evaluation of Mineral Resources	<p><i>Applicable 1st January 2027</i></p> <p>The objective of this Standard is to specify the financial reporting for the exploration for and evaluation of mineral resources. The Standard requires:</p> <ul style="list-style-type: none"> i. Limited improvements to existing accounting practices for exploration and evaluation expenditures. ii. Entities that recognize exploration and evaluation assets to assess such assets for impairment in accordance with this Standard and measure any impairment in accordance with IPSAS 26. iii. Disclosures that identify and explain the amounts in the entity's financial statements arising from the exploration for and evaluation of mineral resources and help users of those financial statements understand the amount, timing and certainty of future cash flows from any exploration and evaluation assets recognized. <p>This Standard is not applicable to the Authority.</p>

***i.* Early adoption of standards**

The Authority did not adopt any new or amended standards in year 2024/2025.

Notes to the financial statements (continued)

4. Summary of Significant Accounting Policies

a) Revenue recognition

i) Revenue from non-exchange transactions

Licenses Fees

The Authority recognizes revenues from License fees, penalty and interest when the event occurs. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, deferred income is recognized instead of revenue. Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the Entity and the fair value of the asset can be measured reliably.

Transfers from other government entities

Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property) if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Authority and can be measured reliably.

TRA annual budget is partially financed using recurrent grants as a subsidy towards the personnel emolument vote. Recurrent grants when received are recognized in the statement of performance. Development / capital grants are recognized in the statement of financial position and realised in the statement of performance over the useful life of the assets that has been acquired using such funds.

ii) Revenue from exchange transactions

The Authority has no revenue from exchange transactions such as sale of goods, dividends, rental incomes etc.

b) Budget information

The original budget for FY 2024/25 of Kshs. 225,750,000 was approved by the National Assembly on June 2024. Subsequent revisions were made to the approved budget in accordance with specific approvals from the appropriate authorities to Kshs. 440,000,000. The revision was due to confirmation of funding from Tourism Fund (TF) amounting to Kshs. 50,000,000, Interest Income from Call Account of Kshs 10,000,000 and revision of A.I.A upward to Kshs. 380,000,000. The TRA's budget is prepared on a different basis to the actual income and expenditure disclosed in the financial statements. The financial statements are prepared on an accrual basis using a classification based on the nature of expenses in the statement of financial

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Notes to the financial statements (continued)

performance, whereas the budget is prepared on a cash basis. A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts. In addition to the Basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget.

A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts. In addition to the Basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget.

A statement to reconcile the actual amounts on a comparable basis included in the statement of comparison of budget and actual amounts and the actuals as per the statement of financial performance has been presented under page 5 and 6 of these financial statements.

c) Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, TRA recognizes such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

d) Intangible assets

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The useful life of the intangible assets is assessed as either finite or indefinite. Amortization is calculated on a straight-line basis over estimated useful lives not exceeding a period of 5 years. No amortization is charged on work-in-progress.

Notes to the financial statements (continued)

Summary of Significant Accounting Policies (Continued)

e) Inventories

TRA maintains general inventory for office operations which includes printing and stationery materials, office utilities etc. Inventory is measured at cost upon initial recognition. To the extent that inventory was received through non-exchange transactions (for no cost or for a nominal cost), the cost of the inventory is its fair value at the date of acquisition.

After initial recognition, inventory is measured at the lower of cost and net realizable value. However, to the extent that a class of inventory is distributed or deployed at no charge or for a nominal charge, that class of inventory is measured at the lower of cost and current replacement cost.

Net realizable value is the estimated selling price in the ordinary course of operations, less the estimated costs of completion and the estimated costs necessary to make the sale, exchange, or distribution. Inventories are recognized as an expense when deployed for utilization or consumption in the ordinary course of operations of the Authority.

f) Provisions

Provisions are recognized when TRA has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material.

g) Nature and purpose of reserves

TRA creates and maintains reserves in terms of specific requirements namely; the accumulated Reserve and Capital Fund. The accumulated reserve is where all surpluses net of deficits from previous year are accumulated. The capital fund is also net of any transfers from/ to the accumulated surplus.

h) Changes in accounting policies and estimates

The Entity recognizes the effects of changes in accounting policy retrospectively. The effects of changes in accounting policy are applied prospectively if retrospective application is impractical.

Notes to the financial statements (continued)

Summary of Significant Accounting Policies (Continued)

i) Employee benefits

Retirement benefit plans

The Authority provides retirement benefits for its pensionable employees at the rate of 20% of basic pay and to the National Social Security Fund (NSSF) as determined by the local statute. Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity, and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

j) Related parties

The Authority regards a related party as a person or an Entity with the ability to exert control individually or jointly, or to exercise significant influence over the TRA or vice versa. Members of key management are regarded as related parties and comprise the managers, directors, the DG and board of Directors. Balances and transactions between Tourism Regulatory Authority and its related parties have been disclosed as per IPSAS 20 in note 29 of the accounts.

k) Cash and cash equivalents

Cash and cash equivalents comprise cash at hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

For the purposes of these financial statements, cash and cash equivalents comprises of the bank balances held at the commercial banks and the office floats approved for various holders for smooth running of offices.

l) Comparative figures

Where necessary comparative figures for the previous financial year have been amended or reconfigured to conform to the required changes in presentation.

m) Subsequent events

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended June 30, 2025.

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Notes to the Financial Statements (Continued)

Summary of Significant Accounting Policies (Continued)

5. Significant Judgments and Sources of Estimation Uncertainty

The preparation of Tourism Regulatory Authority financial statements in conformity with IPSAS requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. TRA based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of TRA. Such changes are reflected in the assumptions when they occur. IPSAS 1.140

Useful lives and residual value

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

- a) The condition of the asset based on the assessment of experts employed by the TRA.
- b) The nature of the asset, its susceptibility and adaptability to changes in technology and processes.
- c) The nature of the processes in which the asset is deployed.
- d) Availability of funding to replace the asset.
- e) Changes in the market in relation to the asset

Provisions

Provisions are recognized when TRA has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material. Additional disclosure of these estimates of provisions is included in Note 23.

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Notes to the Financial Statements (Continued)

6. (a) Transfers from Other Government entities

	2024-2025	2023-2024
	Kshs.	Kshs.
Unconditional grants		
Operational G.o.K Grant	-	167,799,999
Operational TF Grants	50,000,000	-
Development Grants from TPF	<u>101,510,574</u>	<u>85,123,141</u>
Total	<u>151,510,574</u>	<u>252,923,140</u>

(b) Transfers from Ministries, Departments and Agencies

Entity sending the grant	Amount recognized to Statement of Financial Performance	Amount deferred under deferred Income	Amount recognised in capital fund.	Total Transfers 2024-25	Total Transfers 2023-24
	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.
G.o.K	-	-	-	-	252,923,140
Tourism Fund	50,000,000	-	-	50,000,000	0
Tourism Promotion Fund	<u>79,906,964</u>	<u>89,730,600</u>	<u>8,162,437</u>	<u>177,800,000</u>	<u>86,199,517</u>
	<u>129,906,964</u>	<u>89,730,600</u>	<u>8,162,437</u>	<u>227,800,001</u>	<u>339,122,657</u>

(c) Transfers from Tourism Promotion Fund

	2024-2025	2023-2024
	Kshs.	Kshs.
Unconditional TPF grants		
TPF Deferred Recognized	21,603,610	20,038,647
TPF Grants recognized for the FY	<u>79,906,964</u>	<u>65,084,494</u>
Total	<u>101,510,574</u>	<u>85,123,141</u>

The Authority did not have G.O.K recurrent grants during the FY year but had approved grants from Tourism Fund of Kshs 50,000,000. However, at the close of the FY 2024/25 Tourism Fund had not sent Kshs 12,400,000.

The Authority has an approved project ongoing by the name “*Accreditation, Classification and Grading of Hospitality (Class A & B) Enterprises*” which was being implemented in three years followed by the **National Classification and Grading**. Under the current FY 2024/25, TRA received Kshs 177,800,000 TPF towards the project.

**Tourism Regulatory Authority
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Notes to the Financial Statements (Continued)

7. License Fees

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Received License Fee	349,440,938	220,040,341

This revenue refers to the License fees collected under the TRA mandate of regulating the Tourism sector through issuance of Licenses to the Tourism establishments / facilities as outlined under the ninth (9th) schedule of Tourism Act, no. 28 of 2011. An amount of Kshs. 1,657,670 was accrued from the total e citizen collection which had not been submitted to our KCB revenue receiving bank as at closer of FY. The Authority annual targeted of revenue to be collected FY 2024/25 was Kshs. 380,000,000.

8. Other Income

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Interest Income on call account	11,254,716	-
	<u>-</u>	<u>-</u>
Total	<u>11,254,716</u>	<u>-</u>

This is income raised from money placed with commercial Banks in a call account in accordance with the Law. This was after the approval by the Board of the Authority approved for the operational of call account with funds that had been held in the account awaiting the rationalization and approval of TRA HR instruments and salary scale by both the Public Service Commission (PSC) and Salary and Remuneration.

9. Employee Costs

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Salaries and wages	113,856,096	114,999,513
Employer Contributions to pensions	18,270,589	18,235,014
Other Allowances	5,430,487	5,569,131
Housing Allowances	42,182,000	42,266,000
Commuter Allowances	11,756,667	11,897,871
Social Contributions	6,778,506	4,464,393
Gratuity	6,434,425	6,851,383
Other Employee related Costs	<u>2,968,034</u>	<u>3,320,771</u>
Total Employee costs	<u>207,676,804</u>	<u>207,604,076</u>

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Notes to the Financial Statements (Continued)

This is expenditure towards compensation of in-post staff (permanent & pensionable, contractees and casual labourers) for the services rendered and based on the various approved human resource documents. Other allowances relate to special duty and extraneous allowances. While social contributions are the NSSF, Housing Levy and NITA Contributions by the employer on behalf of entire staff. Other related employee cost comprises of leave allowance and Baggage paid to staff

10. Board Expenses

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Chairman's Honoraria	960,000	960,000
Sitting Allowances	8,040,000	6,400,000
Travel & Accommodation	6,570,200	10,110,555
Medical Insurance	269,385	315,400
Induction and Training	208,800	710,200
Other allowances/ Benefits	<u>4,395,386</u>	<u>612,887</u>
Total	<u>20,443,771</u>	<u>19,109,042</u>

This refers to expenses towards facilitation of Board of Directors in the overall management of the Authority. Other Allowances / Benefits relates to the Lunch allowances, Airtime, Employer contribution to Housing Levy and NITA.

11. Depreciation and Amortization

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Property, plant and equipment	22,929,965	21,248,426
Intangible assets	<u>2,973,571</u>	<u>2,598,520</u>
Total	<u>25,903,536</u>	<u>23,846,946</u>

This is the estimated reduction in the value of asset over time, due to wear & tear and amortization of the assets owned by the Authority both tangible and intangible. The depreciation is applied on a reducing balance basis over the estimated useful life of an asset. A full year's depreciation is

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Notes to the Financial Statements (Continued)

charged in the year of acquisition and none on the year of disposal. The itemised depreciation and amortization charge for the year are as computed under note 19 and 20 respectively.

12. Repair and Maintenance

	2024-2025	2023-2024
Description	Kshs.	Kshs.
M/Vehicles	6,705,578	4,563,474
General Repairs	<u>510,272</u>	<u>296,007</u>
Total	<u>7,215,850</u>	<u>4,859,481</u>

The expenditure on the repairs and maintenance towards the Authority assets with the aim of ensuring it maintains them to their best working conditions. There is a huge increase in the vehicles maintenance cost as they are at the end of their useful life but the Authority is still drawing economic benefit from their usage. M/Vehicle repairs are significant owing to the aging fleet owned by the Authority.

13. Use of Goods and Services

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Utilities	554,787	611,345
Communication Expenses	2,121,724	3,432,990
Travelling & Subsistence	20,408,427	11,722,279
Enforcement & Compliance	32,458,660	14,898,070
Advertising Expenses	728,888	216,007
Publicity & CSR	3,307,180	3,167,453
Newspapers & Periodicals	68,260	547,845
Quality Assurance, STDs & Regulations	3,999,280	5,418,505
Rent & Rates	50,365,938	33,391,969
Printing and stationery	2,224,101	1,908,075
Hospitality Services	4,947,875	4,429,865
Fuel, Oil & Lubricants	5,898,950	5,524,507
Annual Tourism Status Report	3,684,360	2,157,700
Staff Development & Welfare	2,230,185	1,550,824
Audit Fees	471,000	470,000
Bank Charges & Commission	486,820	491,308
Insurances	<u>30,315,810</u>	<u>29,854,688</u>
Total use of goods	<u>164,272,245</u>	<u>119,793,430</u>

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Notes to the Financial Statements (Continued)

These are expenses relating to the general day to day running or the general administration of the Authority and execution of the core functions / mandate. Those expenses relating to the general administration includes; Utilities, Hospitality Services, Travelling & Subsistence, Fuel, Oil & Lubricants etc while those relating to the core mandate execution includes; Tourism standards, QA & Regulations, Inspection and Enforcements etc.

14. Contracted Services

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Corporate Expenses	804,520	3,960,900
Contracted Cleaning	5,739,093	6,201,823
Internet & ICT Consumables	<u>5,353,971</u>	<u>3,725,970</u>
Total	<u>11,897,584</u>	<u>13,888,693</u>

These are expenditures that the Authority outsourced and have entered into contract with the services providers for various activities such as cleaning and sanitation, internet and legal services.

15. Accreditation and Classification

	2024-2025	2023-2024
	Kshs.	Kshs.
Accreditation, Classification and Grading of Hospitality (Class A & B) Enterprises.	101,510,574	85,123,141
Total expenses		-

This relates to expenditure incurred in consultancy services for the project “**Accreditation, Classification & Grading of Hospitality (Class A & B) Enterprises**” to co-ordinate the assessment and accreditation of Class A & B Enterprises across the country, digitization of assessment & accreditation process. This project was being implemented in three years starting 7th March 2023 to 30th June 2025, followed by the **National Classification and Grading**.

16. Cash and Cash Equivalents

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Current account	216,719,451	211,268,356
Cash In hand	<u>443,364</u>	<u>332,582</u>
Total	<u>217,162,815</u>	<u>211,600,938</u>

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(b) Current account	2024-2025	2023-2024
Financial institution	Kshs.	Kshs.
KCB : ACC- 1178921034	28,439,316	23,361,556
COOP: OperationalAcc-01141173587300	37,472,507	166,303,189
COOP: Development Acc-01141173587301	807,628	21,603,610
COOP: Call Account	<u>150,000,000</u>	<u>-</u>
Sub- total	<u>216,719,451</u>	<u>211,268,356</u>
(c) Others-Cash in hand	2024-2025	2023-2024
Description	Kshs.	Kshs.
cash in hand	443,364	332,582
Sub- total	<u>443,364</u>	<u>332,582</u>
Grand total	<u>217,162,815</u>	<u>211,600,938</u>

The cash and cash equivalents represent the liquidity the Authority had as at the closure of the FY both at the bank and float balances that have been approved and issued to regional offices and units as per the policy for the smooth running of the operations. The Authority operates three bank accounts as listed above, where the Kenya Commercial Bank is the revenue collection account, one Cooperative Bank as Operational Account and the other as a development account.

17. Receivables from Non - Exchange Transactions

	2024-2025	2023-2024
	Kshs.	Kshs.
Prepayments		
Fuel, oil & Lubricants	664,958	408,158
Insurances	22,942,192	20,990,137
Debtors	1,106,020	333,834
Accrued Income - Tourism Fund Grants	12,400,000	-
Accrued License fee from E- Citizen	1,657,670	-
Accrued Interest - Call Account	1,656,987	1,489,568
Vehicle prepayment	<u>48,923,000</u>	<u>-</u>
Total Current Receivables	<u>89,350,827</u>	<u>23,221,697</u>

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Notes to the Financial Statements (Continued)

These relates to resources / incomes due to the organizations for services or goods yet to be received. Transactions such as the deposits help in ensuring that key services are carried out without interruptions, delays or shortfalls. The debtors relate to what was owed to the Authority as at close of the period.

18. Inventory

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Consumable Items	946,085	1,580,245

This refers to stationery (consumable items) in store that is used by the staff in day-to-day operations and is requisitioned by users on need basis. It caters for the entire Authority including the regional offices. Procurement replenishes the inventory based on reorder levels in line with the approved procurement plan.

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Notes to the Financial Statements (Continued)

19. Property, Plant and Equipment

	Motor vehicles	Furniture & Fitting	Office Equipment	Computers & other ICT electronics	Total
<u>Cost</u>	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.
At 1st July 2023	83,217,800	57,731,418	5,940,929	28,009,969	174,900,116
Additions	-	2,135,488	-	6,884,200	9,019,688
Disposals	-	-	-	-	-
Transfer/adjustments	-	-	-	-	-
At 30th June 2024	<u>83,217,800</u>	<u>59,866,906</u>	<u>5,940,929</u>	<u>34,894,169</u>	<u>183,919,804</u>
Additions	-	439,100	-	6,287,182	6,726,282
Disposals	-	-	-	-	-
Transfer/adjustments	-	-	-	-	-
At 30th June 2025	<u>83,217,800</u>	<u>60,306,006</u>	<u>5,940,929</u>	<u>41,181,351</u>	<u>190,646,086</u>
<u>Depreciation & Impairment</u>					
At 1st July 2023	65,467,800	41,127,140	3,848,049	24,396,571	134,839,560
Depreciation	8,875,000	7,526,884	742,616	4,103,923	21,248,423
Transfer/adjustments	-	-	-	-	-
At 30 June 2024	<u>74,342,800</u>	<u>48,654,024</u>	<u>4,590,665</u>	<u>28,500,494</u>	<u>156,087,983</u>
At 1st July 2024	74,342,800	48,654,024	4,590,666	28,500,494	156,087,984
Depreciation	8,875,000	7,407,685	452,616	6,194,667	22,929,969
Transfer/adjustments	-	-	-	-	-
At 30 June 2025	<u>83,217,800</u>	<u>56,061,709</u>	<u>5,043,282</u>	<u>34,695,161</u>	<u>179,017,953</u>
Net book values					
At 30 June 2024	8,875,000	11,212,882	1,350,263	6,393,675	27,831,820
At 30 June 2025	-	4,244,297	897,647	6,486,190	11,628,133

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Notes to the Financial Statements (Continued)

(b) Property, Plant and Equipment at cost

If the assets were stated on the historical cost basis the amounts would be as follows:

	Cost	Accumulated Depreciation	NBV
	Kshs	Kshs	Kshs
Motor Vehicles	83,217,800	83,217,800	0
Furniture and Fittings	60,306,006	56,061,709	4,244,297
Office Equipment	5,940,929	5,043,282	897,647
Computers And Related Equipment	<u>41,181,351</u>	<u>34,695,161</u>	<u>6,486,190</u>
Total	<u>190,646,086</u>	<u>179,017,953</u>	<u>11,628,133</u>

It is important to note that, there are various assets for the Authority whose value has fully depreciated to zero. Due to limited resources where the Authority is not able to acquire new assets, it continues to draw economical value in their use and cannot be able to dispose them at the moment. The Board has approved revaluation of all the classes of asset in the next FY to establish their operational values.

20. Intangible Assets

Description	2024-2025	2023-2024
Cost	Kshs.	Kshs.
At beginning of the year	20,164,893	8,314,893
Additions	<u>1,875,255</u>	<u>11,850,000</u>
At end of the year	<u>22,040,148</u>	<u>20,164,893</u>
Amortization and impairment		
At beginning of the year	10,227,853	7,629,333
Amortization	<u>2,973,571</u>	<u>2,598,520</u>
At end of the year	<u>13,201,424</u>	<u>10,227,853</u>
NBV	8,838,724	9,937,040

Intangible Assets consist of software used for operation which are amortized on a straight-line method to write it off over its useful life of 5years

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Notes to the Financial Statements (Continued)

21. Trade and Other Payables

	2024-2025	2023-2024
Description	Kshs.	Kshs.
Trade payables (Merchants)	6,379,319	2,669,261
Employee Payable	3,431,542	3,477,971
Accrued Expenses	<u>2,922,685</u>	<u>2,753,711</u>
Total	<u>12,733,546</u>	<u>8,900,943</u>

Ageing analysis	Current FY	% of the Total	Comparative FY	% of the Total
Under one year	9,822,256	77.14	6,035,371	68
1-2 years	45,719	0.36	766,772	9
2-3 years	766,772	6.02	1,948,800	22
over 3 years	<u>2,098,800</u>	16.48	<u>150,000</u>	2
Total	<u>12,733,547</u>	100.00	<u>8,900,943</u>	100

The trade payables are present obligations of TRA arising from past events/ programmes or activities. They are recorded in the accounting period in which they are incurred in line with general principles of accounting. Their settlement is expected to result in an outflow of liquidity in the subsequent period. The Accruals refers to expenses that have been recognized in the books and are in the process of being settled.

22. Provisions

	2024/25	2023/24
Description	Kshs.	Kshs.
At the beginning of the year	10,653,202	5,841,315
Additional Provisions	6,486,251	7,321,383
Provision Utilized	<u>(6,139,069)</u>	<u>(2,509,498)</u>
Total	<u>11,000,384</u>	<u>10,653,200</u>

The Authority makes provisions for the gratuity payable for all staff on long term contract and the expected services of statutory audits annually. This is then reconciled when the actual obligation is raised.

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Notes to the Financial Statements (Continued)

23. (a) Deferred Income

Description	2024-2025	2023-2024
	Kshs.	Kshs.
G.o.K Deferred Recurrent	70,801,483	70,801,483
G.o.K Deferred Capital	<u>92,889,882</u>	<u>25,201,993</u>
Total	<u>163,691,365</u>	<u>96,003,476</u>

The deferred income relates to funds transferred from the statement of performance to statement of position under liabilities and referred to as deferred income accounts. It is income received in the year but for which the specific programme / activity had not been implemented and/or was ongoing. Hence the total element of deferred amount is reduced from the revenue accounted in that particular year and recognized in the year its utilized.

24. Surplus Remission

In accordance with Section 219 (2) of the Public Financial Management Act regulations, regulatory entities shall remit into Consolidated Fund, ninety per centum of its surplus funds reported in the audited financial statements after the end of each financial year. In line with this legal requirement the Authority did not make any surplus during the FY 2023/2024 and hence no remittance to the Consolidated Fund.

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Notes to the Financial Statements (Continued)

25. Cash Generated from operations

Description	2024-2025	2023-2024
Surplus (Deficit) for the year before tax	(26,714,137)	(1,261,094)
Adjusted For:		
Depreciation & Impairment	25,903,536	23,846,946
Loss of Asset		-
Contributed Assets	8,601,537	-
Working Capital Adjustments		
(Increase) / Decrease in Inventory	634,160	771,701
(Increase) / Decrease in Receivables	(17,206,357)	7,145,596
Increase / (Decrease) in Payables	3,832,603	(11,774,018)
Increase / (Decrease) in Provisions	347,183	4,811,886
Increase / (Decrease) in Deferred Income	67,687,889	(8,946,666)
Cash outflow 90% Surplus	-	-
Net Cash from Flow from Operating Activities	<u>63,086,415</u>	<u>14,594,351</u>
Cash Flow from Investing Activities		
Purchase of property, plant, equipment	(55,649,282)	(1,397,000)
Purchase of intangible assets	<u>(1,875,255)</u>	-
Net cash flows used in investing activities	<u>(57,524,537)</u>	<u>(1,397,000)</u>
Cash Flow from Financing Activities		
Increase in deposits	-	-
Net cash flows used in financing activities	<u>-</u>	<u>-</u>
Net increase/(decrease) in cash and cash equivalents	5,561,877	13,197,351
Cash and cash equivalents at 1 July	211,600,938	198,403,120
Cash and cash equivalents As At 30 June	217,162,815	211,600,471

26. Financial Risk Management

The Authority activities expose it to a variety of financial risks including credit risk and liquidity risks. TRA's overall risk management programme focuses on unpredictability of changes in the business environment and seeks to minimise the potential adverse effect of such risks on its performance by setting acceptable levels of risk. TRA does not hedge any risks and has in place policies to ensure that credit is only extended to customers with an established credit history.

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Notes to the Financial Statements (Continued)

TRA's financial risk management objectives and policies are detailed below:

i) Credit risk

TRA has exposure to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. Credit risk arises from cash and cash equivalents, and deposits with banks, as well as trade and other receivables. Management assesses the credit quality of each customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external assessment in accordance with limits set by the directors. The amounts presented in the statement of financial position are net of allowances for doubtful receivables, estimated by the TRA management based on prior experience and their assessment of the current economic environment.

Credit Risk

Description	Total Amount Kshs.	Fully Performing Kshs.	Past Due Kshs.	Impaired Kshs.
As At 30 June 2025				
Receivable from non-Exchange Transactions	89,350,827	89,350,827	-	-
Bank Balances	<u>217,162,815</u>	<u>217,162,815</u>	-	-
Total	<u>306,513,642</u>	<u>306,513,642</u>	-	-
As At 30 June 2024				
Receivable from non-Exchange Transactions	23,221,697	23,221,697	-	-
Bank Balances	<u>211,600,938</u>	<u>211,600,938</u>	-	-
Total	<u>211,600,938</u>	<u>211,600,938</u>	-	-

Financial Risk Management

The carrying amount of financial assets recorded in the financial statements representing the TRA's maximum exposure to credit risk without taking account of the value of any collateral obtained is made up as follows:

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Notes to the Financial Statements (Continued)

Financial Risk Management

Description	Less than 1 Month Kshs.	Between 1-3 Months Kshs.	Over 5 Months Kshs.	Total Kshs.
As At 30 June 2025				
Trade Payables	757,861	4,336,967	118,281	5,213,109
Provisions	1,611,437	1,633,370	7,755,575	11,000,383
Accrued Expenses	-	804,911	1,948,800	2,753,711
Deferred Income	-	-	163,691,365	163,691,365
Employee Benefit Obligation	<u>3,431,542</u>	<u>-</u>	<u>-</u>	<u>3,431,542</u>
Total	<u>5,800,840</u>	<u>6,775,248</u>	<u>173,514,021</u>	<u>186,090,109</u>
As At 30 June 2024				
Trade Payables	1,266,489	-	1,402,772	2,669,261
Provisions	-	1,677,068	8,506,132	10,653,201
Accrued Expenses	470,000	804,911	1,948,800	2,753,711
Deferred Income	-	-	74,399,865	74,399,865
Employee Benefit Payable	<u>3,477,971</u>	<u>-</u>	<u>-</u>	<u>3,477,971</u>
Total	<u>5,214,460</u>	<u>2,481,979</u>	<u>86,257,569</u>	<u>93,954,008</u>

27. Related Party Disclosures

Nature of related party relationships

Entities and other parties related to TRA include those parties who have ability to exercise control or exercise significant influence over its operating and financial decisions. Related parties include management personnel, their associates and close family members.

Government of Kenya

The Government of Kenya is the principal shareholder of Tourism Regulatory Authority holding 100% of the *TRA's* equity interest. TRA does not have long-term lenders, both domestic and external which require the Government of Kenya to provide full guarantees.

Other related parties include:

- i The National Government
- ii Ministry of Tourism & Wildlife
- iii Other SCs and SAGAS

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Notes to the Financial Statements (Continued)

- iv The Board of directors
- v Key management

Description	2024-2025	2023-2024
	Kshs.	Kshs.
(a) Grants from National Government		
Recurrent Grants	50,000,000	167,799,999
(b) Key Management Compensation		
Compensation to Director General	5,506,080	4,186,080
Compensation to Directors	7,487,616	6,664,776
Compensation to Key Management	<u>39,826,104</u>	<u>22,600,827</u>
Sub - Total	<u>52,819,800</u>	<u>33,451,683</u>
Total	102,819,800	201,251,682

28. Segment Information

In line with IPSAS 18 on segmental reporting, Tourism Regulatory Authority has seven regional offices across the country and at the head office (HQ) based in Nairobi County. The spread of these offices is as follows;

OFFICE	LOCATION
Head Office & Nairobi Regional Office	Nairobi - Utalii Hse 5th Floor
Kisumu Regional office	Kisumu - Prosperity Building 10th Floor
North Rift Regional Office	Eldoret - KVDA Plaza 2nd Floor
Nakuru Regional Office	Nakuru- Generations House 1st Floor
Nyeri Regional Office	Nyeri - Sohan Plaza 3rd Floor
Mombasa Regional Office	Mombasa - BIMA Towers 8th Floor
Malindi Regional Office	Malindi - Malindi Complex 1st Floor

29. Contingent Assets and Contingent Liabilities

The Authority has no contingent Assets. However, there is an active case in court no. (E032 of 2022) between the Authority and an ex-employee which may attract Contingent liabilities in future once concluded.

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Notes to the Financial Statements (Continued)

30. Capital Commitments

Capital Commitments	FY 2025/26	FY 2024/25
	Kshs.	Kshs.
Authorised purchase of M/Vehicles	81,908,000	-
Authorised Valuation	<u>3,400,000</u>	<u>-</u>
Total	<u>88,584,320</u>	<u>-</u>

The Authority has an approval from the National Treasury for purchase of Motor vehicles in support of the National classification exercise, the enhancement of compliance and enforcement exercise and also replace the aging fleet of the current vehicles. The Board too had also approved valuation of all the entire classes of assets for the Authority and contract awarded for the same. However, due to timeframe this will be carried out under FY 2025/26.

31. Events after the Reporting Period

There were no material adjusting and non-adjusting events after the reporting period.

32. Ultimate and Holding Entity

Tourism Regulatory Authority is a State Corporation under the Ministry of Tourism & Wildlife. Its ultimate parent is the Government of Kenya.

33. Currency

The financial statements are presented in Kenya Shillings (Kshs) rounded to the nearest Kshs.

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20. Appendices

Appendix 1: Implementation Status of Auditor-General's Recommendations

The following is the summary of issues raised by the external auditor, and management comments that were provided.

Reference No. on the External Audit Report	Issue / Observation from the Auditor	Management Comment	Status: Resolved/ Not Resolved	Time Frame: (Put a date when you expect the issue to be resolved)
Financial on the Financial Report				
Budgetary Control and Performance	The statement of comparison of budget and actual amounts for the year ended 30 June 2024, it reflects a surplus of Kshs. 5,040,340 being the difference between the final receipts Budget and Actual of AIA on comparable basis. Similarly, the Authority spent Kshs. 389,101,434 against a budget of Kshs. 382,800,000 resulting to over expenditure of Kshs. 6,301,434. The over expenditure may result to accruing of un approved pending bills that may affect negatively on service delivery to the public.	The management took note of the comment on the emphasis of matter and confirmed that TRA has been working on a lean budget following; i Decline in G.O.K grants over the years due to constrained national government resources. ii Decline by National Assembly in approval of funding towards TRA under supplementary estimate No.2 through Tourism Fund (TF). Tourism Fund had allocated Kshs. Thirty Million to TRA as a stop gap measures between the actual payroll of Kshs. 207 Million and the G.o.K funding of Kshs. 167.8 million received under the review period. The Authority had to sustain most of its operations through the internally generated revenue which is not adequate. The over expenditure was mainly in putting measures to realize the allocated AIA revenue for the year, where an amount of Kshs. 220 Million was raised from a target of Kshs. 215 Million. The downward trend of declined government funding is as follows; FY 2018/19 Kshs.212.8 million, F/Y 2019/20 Kshs.196.3 million, current F/Y 2020/21 Kshs. 175.1 million and the most current F/Y 2022/23 Kshs. 167.7 million. In the approved budget FY 2024/25 G.o.K funding is Zero. This has had a huge negative impact towards achieving and undertaking the core mandate of the Authority. In addition, the Authority does not have pending bills and has always endeavoured to clear all the obligations within the financial year in which they occur.	Resolved	N/A

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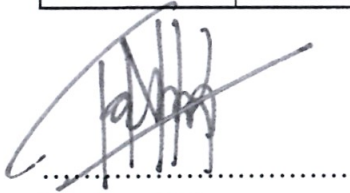
		The Authority however, undertakes to comply fully with the budget guidelines and measures have been in put in place to ensure this does not reoccur in future		
Report on lawfulness and effectiveness in use of public Resources				
Lack of Value for Money on the Annual Tourism Sector Status Report.	The statement of financial performance reflects use of goods and services amount of Kshs. 119,793,197 as disclosed in Note. 14 to the financial statements. Included in the expenditure is an amount of Kshs. 2,157,700 incurred on the Annual National Tourism Sector Status Report. However, the reports for the previous and current financial year have not been laid before the National Assembly as requirement by the Tourism Act,2011. In the Circumstance, the value for money may not have been realized and management was in breach of the Law.	The statement of financial performance reflects use of goods and services amount of Kshs. 119,793,197 as disclosed in Note 14 to the financial statements. Included in the amount is Kshs. 2,157,700 incurred on the Annual National Tourism Sector Status Report. However, the reports for the previous and current financial year have not been laid before the National Assembly as requirement by the Tourism Act, 2011. In the circumstances, value for money on the report may not have been realized and Management was in breach of the law. The management noted this was a re occurring issue and wishes to clarify that; development of an annual National Tourism sector status report is one of the functions of the Authority as highlighted by the Tourism Act 2011 which states that “The Authority shall undertake annually an assessment and audit of tourism activities and services, measures and initiatives, at the National level and prepare and publish an Annual Tourism Sector Status Report (ATSSR) in consultation with the Minister and the relevant lead agencies”. The report is expected to inform on policy decision making processes by; (i) informing them on the current industry trends, expectations and opportunities (ii) acting as an Advocacy tool in relation to other agencies including development partners. Since 2015, the Authority has done its role as envisioned in the Act towards the realization of the reports. The mandate to publish and lay the reports before the National Assembly is that of the Cabinet Secretary, Ministry of Tourism and Wildlife. The Authority’s role ends at submission to cabinet Secretary office. The Board of the Authority will continue to follow up with the CS for concurrence, publication and eventual presentation to the National Assembly in line with the Tourism Act.	Not Resolved	June 2026

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<p>Failure to comply with maximum Wage Bill.</p>	<p>The statement of financial performance reflects total revenue of Kshs. 472,963,481 against employees' costs of Kshs. 207,604,076 as disclosed in Note 10 to the financial statements which is 44% of the total revenue. This was contrary to Regulation 26 (1) (a)(b) of the Public Finance Management Regulations, 2015 which stipulates National Government Entities compensation of employee's expenditure should not exceed a maximum of thirty-five percentage of revenue. In the circumstances, Management was in breach of the law.</p>	<p>The management took note of the Audit findings and the risk involved. However, they highlighted that, TRA operates a very lean number of staff with in post of 117 staff against an approved staff establishment of 233 staff hence it does not operate on optimal numbers. Therefore, the 44% employee cost of the total revenue was attributed to the decline in Authority's overall budget due to decline in the G.O.K grants over the years. In the FY 2024/25 the Authority has put measures to enhance its revenue correction and also source for more resources from other agencies such as Tourism Fund and Tourism Promotion Fund.</p>	<p>Not Resolved</p>	<p>June 2026.</p>
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<p>Shortfall of Staff in the Organization</p>	<p>Review the Authority's organizational structure revealed that the authorized staffing of the Authority is one hundred and ninety-three (193) employees. However, existing in-posts staffs stands at one hundred and twenty (120) employees resulting in a shortfall of seventy-three (73) members of the staff as at 30 June, 2024. In the circumstances, Management's ability to discharge its mandate and provide adequate services to the citizens could not be confirmed</p>	<p>The management appreciates your finding and wishes to point out that this has been an issue since TRA was operationalized. The Authority got two approvals from the national Treasury to engage staff. The first approval was for absorption of Fifty Two (52) deployed staff and later approval for Sixty-Three (63) new staff. These positions were filled for permanent and pensionable terms and on contract where the positions required contract engagement (TRA 1 & 2) or when the officers engaged were beyond the pensionable age of Fifty-Five (55) years. The Authority further attempt to get an approval to engage additional staff Seventy-Two (72) in permanent and pensionable terms was declined by the Ministry of Tourism and Wildlife. Despite this TRA, has continued to engage the Parent Ministry, Salaries & Remuneration Commission (SRC) and the National Treasury for approval to recruit. This involved also review of the HR instruments including salary structure to ensure it attractive and the Authority like its peers has the potential to attract and retain the man power which is now at the tail end now. Also lack of substantive Board of the Authority a while back deterred this process since many of the policy and approvals could not be realized. However, with the substantive Board in palace now, reviewed and harmonized HR instruments and availability of funds, the Authority is optimistic that this issue will be addressed.</p>		
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**Norbert Talam
Director General**

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Appendix II: Projects Implemented By Tourism Regulatory Authority

The projects implemented by the Authority were Funded by Tourism Promotion Fund (TPU) as indicated below;

Project Tittle	Project Number	Donor	Period / Duration	Donor Commitment	Separate Donor Reporting required as per the donor agreement (Yes/No)	Consolidated in the Financial Statements. (Yes/No)
Accreditation, Classification and Grading of Hospitality (Class A&B) Enterprises	N/A	Tourism Promotion Fund	2 Yrs	TPF Letter Ref: TPF/PM/5/98 (25), (30) & (57)	No	No
National Classification of Accommodation & Catering Establishment	N/A	Tourism Promotion Fund	2yrs	TPF Letter Ref: TPF/PM/5/129(17)	No	No

Status Of Project Competition.

Project 1:

SN.	Project	Total Project Cost Kshs.	Total Expended to date	Completion % to date	Budget Kshs.	Actual Kshs.	Sources of Funds
Quarter-1	Accreditation, Classification and Grading of Hospitality (Class A&B) Enterprises	212,547,017	126,565,398	60%	16,959,312	16,959,312	Tourism Promotion Fund
Quarter-2	Accreditation, Classification and Grading of Hospitality (Class A&B) Enterprises	212,547,017	173,888,813	82%	47,323,415	47,323,415	Tourism Promotion Fund
Quarter-3	Accreditation, Classification and Grading of Hospitality (Class A&B) Enterprises	212,547,017	187,152,460	88%	13,263,647	13,263,647	Tourism Promotion Fund
Quarter-4	Accreditation, Classification and Grading of Hospitality (Class A&B) Enterprises	212,547,017	196,388,466	92%	25,394,557	9,236,006	Tourism Promotion Fund

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Project 2.

SN.	Project	Total Project Cost Kshs.	Total Expended to date	Completion % to date	Budget Kshs.	Actual Kshs.	Sources of Funds
Quarter-1	National Classification of Accommodation & Catering Establishment	100,000,000	-	0%	-	-	Tourism Promotion Fund
Quarter-2	National Classification of Accommodation & Catering Establishment	100,000,000	-	0%	-	-	Tourism Promotion Fund
Quarter-3	National Classification of Accommodation & Catering Establishment	100,000,000	8,809,235	9%	8,809,235	8,809,235	Tourism Promotion Fund
Quarter-4	National Classification of Accommodation & Catering Establishment	100,000,000	14,721,970	15%	91,190,765	5,912,735	Tourism Promotion Fund

Appendix I1: Projects Implemented By Tourism Regulatory Authority

Name of the MDA Transferring Funds	Date Received as per the bank statement	Nature	Where recognized						Total Transfers During the Year
			Amount Kshs.	Statement of Financial Performance	Capital Fund	Deferred Income	Receivables	Others	
Tourism Fund (TF)	17/10/2024	Recurrent	16,700,000	16,700,000	-	-	-	-	16,700,000
Tourism Fund (TF)	20/12/2024	Recurrent	8,400,000	8,400,000	-	-	-	-	8,400,000
Tourism Fund (TF)	21/03/2025	Recurrent	12,500,000	12,500,000	-	-	-	-	12,500,000
Tourism Promotion Fund (TPF)	03/12/2024	Development	77,800,000	71,472,175	-	6,327,825	-	-	77,800,000
Tourism Promotion Fund (TPF)	16/01/2025	Development	<u>100,000,000</u>	<u>8,434,788</u>	<u>8,162,437</u>	<u>34,479,775</u>	<u>48,923,000</u>	<u>-</u>	<u>100,000,000</u>
Total			<u>215,400,000</u>	<u>117,506,963</u>	<u>8,162,437</u>	<u>40,807,600</u>	<u>48,923,000</u>	<u>-</u>	<u>215,400,000</u>